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December 1958

office management

the magazine for management executives

Art aids the modern office. See page 26.

in this issue

- Aims, techniques, results of clerical quality control
- Round-the-world office problems covered at SPA meeting
- How one-worker branch office increased its efficiency

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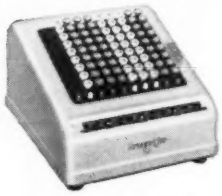

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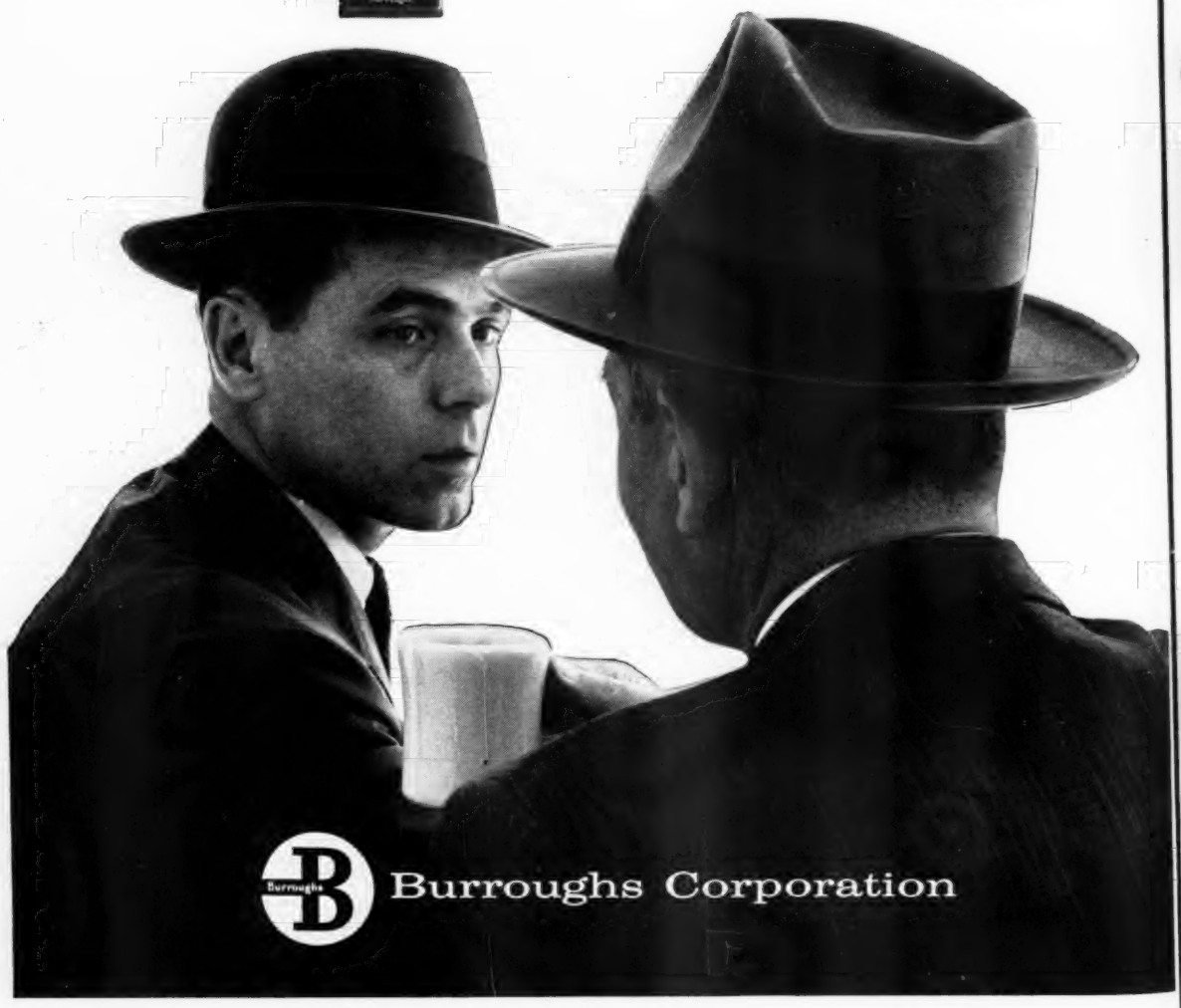

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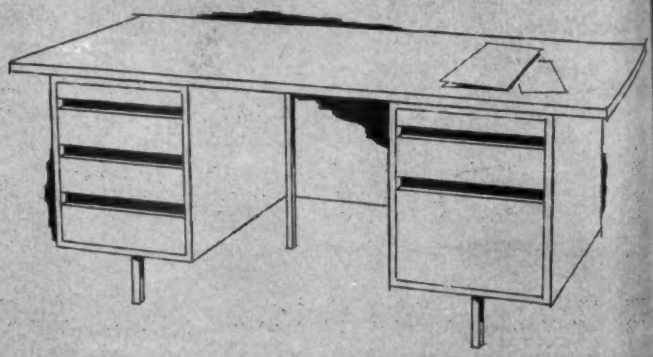

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office management

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in this issue:

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CREATING almost the effect of murals, striking abstractions by leading French and American artists are distinctive features of the new Seagram offices in New York. This month's cover shows a meeting room, where the simple lines of the furniture, contrasted with the dramatic patterning of the paintings, result in a room that is both handsome and individual. See page 26.

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Industrialist criticizes planned obsolescence

Planned obsolescence, a theory which aims at creating a constant market by designing products that will go out of style quickly, has been sharply criticized by F. M. Hauserman, Cleveland industrialist. Hauserman made his remarks at an October 20 conference of the American Society of Industrial designers in Bedford Springs, Pa.

Mr. Hauserman, who is the president of the E. M. Hauserman Co., manufacturers of movable interior partition walls, said that "my quarrel is with the kind of planned obsolescence that depends for its success on a distortion of basic values—that turns its back on honesty."

He was especially disapproving of those who "see intentional obsolescence in products as a good thing. These people," he declared, "would have us turn our backs on quality and product integrity. If we follow this advice, our skills, our experience, our creative gifts will all be dedicated to the unheroic task of building new and better junk piles for tomorrow. For obsolescence is the inevitable result of such a philosophy."

Mr. Hauserman stated that he was not against the activities of energetic marketing and advertising, but that such efforts should be directed toward the selling of real values, not superficial ones. "If you are selling the sizzle you had better have a steak under it," he cautioned, "or somebody will bite your hand."

Hauserman admitted that obsolescence through natural change was inevitable. "But," he added, "there is a big difference between planning to make something obsolete, or allowing it to become obsolete through faulty craftsmanship, and the natural obsolescence that results from change. We can find no fault with the latter." The results of natural, constructive change mean progress, he said.

A repudiation of planned obsolescence does not mean that we must turn away from style and beauty, Hauserman assured. Instead, he explained, "we have to pay more careful attention to it than we have ever done before." Hauserman called on designers and producers to turn out products which have lasting style and beauty. "Once we have taken such a position," he maintained, "we have slammed the door on those who would intentionally produce for the junk pile."

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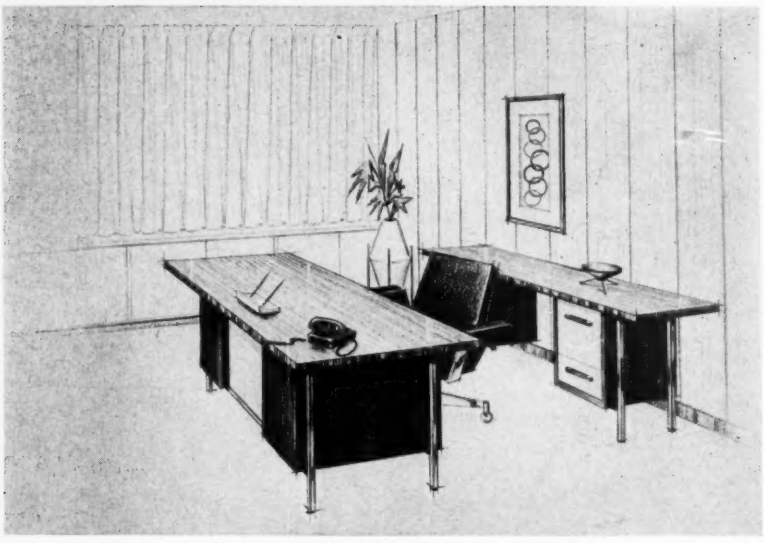

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Accountants note financial reporting improvements

Stockholders and the public are receiving more complete and informative financial statements, according to the twelfth annual edition of *Accounting Trends and Techniques* which was published on October 8, 1958 by the American Institute of Certified Public Accountants.

The present edition of *Accounting Trends and Techniques* contains a survey of annual reports and accounting practices of 600 industrial corporations for 1957. The survey reveals that nearly all of the companies studied presented complete sets of balance sheets, income statements, and surplus statements. In addition to these basic reports, 408 of the corporations highlighted their reports with simplified charts and tables. Only 243 companies had used this "results at a glance" type of presentation in 1950. Furthermore, it has been found that twice as many companies are presenting data from prior years as a basis for comparison today as did a decade ago.

The traditional title "profit and loss statement" has almost disappeared from accounting terminology. Only 39 of the companies studied used this designation as compared with 236 in 1946. Titles such as "income statement" and "statement of earnings" are now more popular. The term "balance sheet," while still the most common, has lost ground to such expressions as "statement of financial position" or "statement of financial condition."

NASS conference stresses suggestion plan expansion

Methods of developing employee ideas in industry were discussed, and awards to government agencies and companies with the best employee suggestion programs were presented, at the October 26-29 conference of the National Association of Suggestion Systems in Buffalo, N. Y.

Among feature speakers at the conference were J. Louis Irwin, director of industrial relations, Lukens Steel Co.; Kenneth J. Farthing, general advertising manager of Canadian Westinghouse; and Walter B. Kellogg of Buick Motor Div., General Motors Corp. They talked about "Ideas, Keys to the Future," and how employee ideas can be effectively mined by in-

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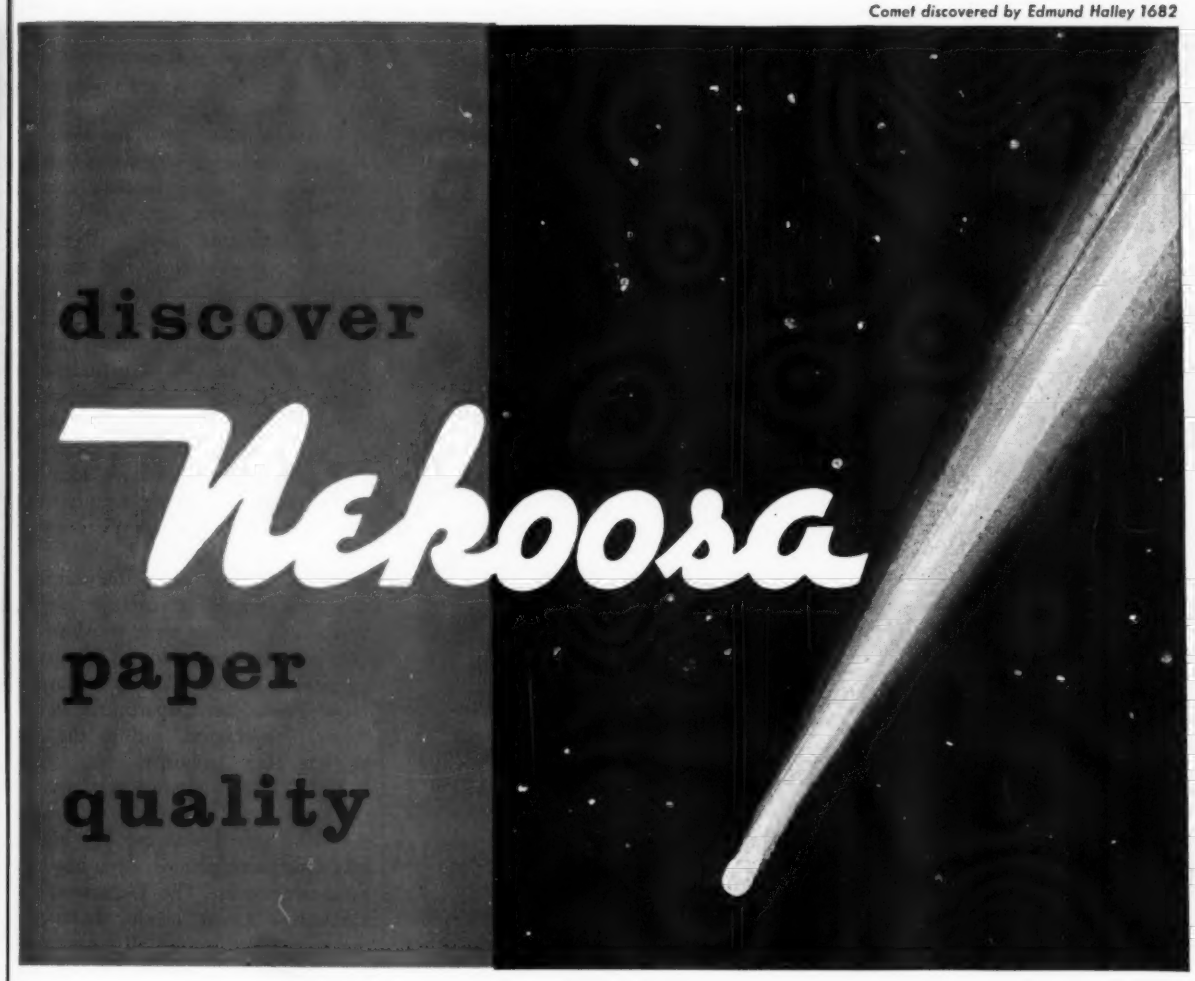

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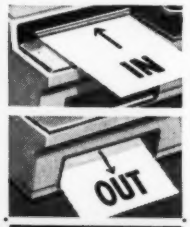

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dustry. Richard Jackson, Assistant Secretary of the Navy, told delegates about the many improvement ideas produced by the Navy's Suggestion Award Plan.

Other speakers cited the thousands of worth-while improvements that had been brought about in their companies from employee ideas.

The conference also heard a panel of twelve discuss ways and means of streamlining and developing employee suggestion plans. Representatives from Nationwide Insurance, Owens-Corning Fiberglas, AVCO Manufacturing, Firestone Tire & Rubber, Standard Oil of New Jersey, and others participating in the session exhibited new approaches for developing employee idea programs. Detailed studies of practically all phases of suggestion plan activity were discussed.

NASS annual awards for outstanding achievement in employee suggestion plan endeavor were voted to Abbott Laboratories of North Chicago, International Business Machines Corp. of New York, the Department of the Army, Washington, and to the Port of New York Authority.

The Abbott Laboratory prize was for the highest rate of improvement, while the IBM award was for the highest employee participation—2,750 ideas per 1,000 employees. The Department of the Army's "Oscar" was for the best improvement rate among all government agencies for 1957, and the Port of New York Authority received honors for the highest employee participation among government agencies.

Jewel Tea economist reports inflation has reached peak

Signs that inflation may have reached its peak, and that we are on the threshold of a long period of level prices were pointed out by Dr. William W. Tongue, economist with the Jewel Tea Co., in a keynote address delivered at the 12th Annual Conference of the Council on Employee Benefit Plans on October 16th.

The two-day conference, which convened in New York's Commodore Hotel for the purpose of studying the "fringe benefits" enjoyed by American employees, including the effects of inflation on retirement incomes, heard Dr. Tongue state that "despite the influence of factors making for inflation, the signs are multiplying that a turn in the inflation tide may not be far off."

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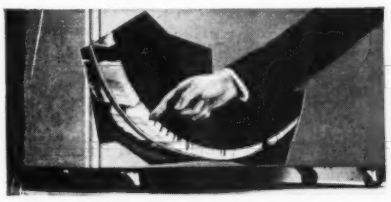

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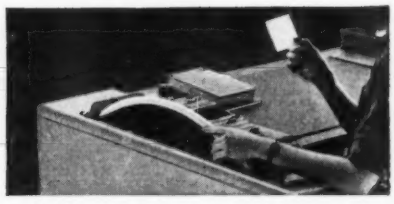

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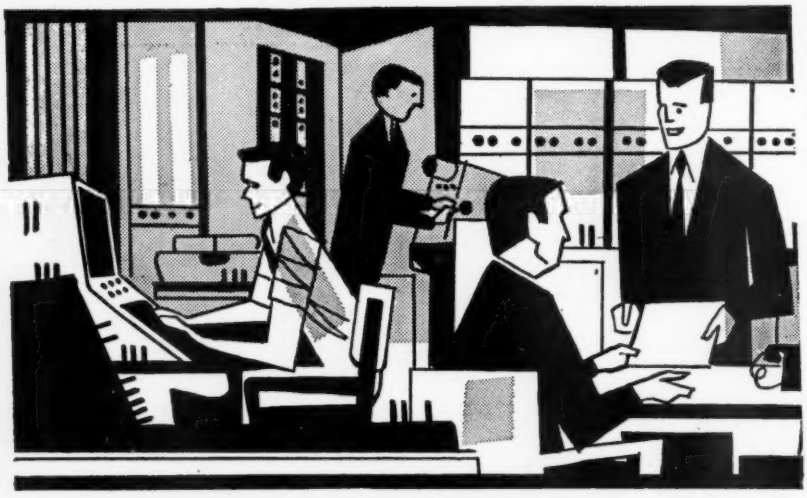

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AUTOMATION IN THE OFFICE

As far back as August 1952 when Automation was a word heard only in closed conferences, OFFICE MANAGEMENT released what is believed to be the first significant discussion of Automation in the office field, "Electronics in the Office", featuring the opinions of David Sarnoff, Chairman of the Board at R.C.A. and John S. Coleman, President, Burroughs Adding Machine Company.

Since the appearance of this article in the August issue of 1952, OFFICE MANAGEMENT has published articles on Automation on a regular basis to keep the office field abreast of everything new on this modern technique. Here are some typical ones:

JANUARY, 1958
How to prepare an office for a computer installation

FEBRUARY, 1958
Basic steps in programming a computer for a single operation
by Ben Conway

YEARBOOK ISSUE, MARCH 15, 1958
Spread of office automation slowed by cautious business mood in 1957
by Robert M. Smith

JUNE, 1958
Why small companies may need automation even more than larger concerns
by Robert M. Smith

JULY 1958
Why small companies need automation even more than larger concerns Part 2 Equipment for "Automation in the Office"

AUGUST 1958
Why small companies need automation even more than larger concerns. (Conclusion)

SEPTEMBER 1958.
The role of automation in freeing managers for more creative work.

OCTOBER 1958
Why new computer coding techniques may accelerate pace of office automation—by Robert M. Smith

WHAT IS AUTOMATION IN THE OFFICE?

Automation in the office is the use of the rapidly multiplying new systems developments and facilities of electronics to synchronize the functions of separate units of equipment into an overall operation. Importantly, while it can and does employ the latest in electronic computers and other new devices, it does not necessarily call for costly or experimental type of machines and equipment. Equipment presently in use in every modern office in America can be geared in one way or another to Automation.

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OFFICE MANAGEMENT

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Cited as the basic deflationary sign by Dr. Tongue is the leveling off of rises in areas important to the general price level increases in the past few years. The outlook for the next year or two, he stated, "is for declines in some basic areas, such as food, and for at least a moderating of the rise in others, such as rent, medical care, utilities, and other services."

The concern of public officials for a devaluated dollar, and their willingness to run the risks of deflation were also cited by Dr. Tongue as strong anti-inflationary influences. "The willingness to hold the monetary reins tightly while the business recession was beginning in 1957, and then to tighten up quickly again this past summer even though unemployment was at the highest level witnessed in the postwar period, reflects the great concern of public officials and the public generally with inflation, and indicates a willingness to run risks of deflation that would have been unthinkable ten years ago," he declared. "Such action," he said, "is an indication that we are taking bold steps in the area of public policy to hold down inflationary forces."

Universities offer undergraduate computer courses

The electronic computer, once considered to be the exclusive instrument of large business enterprises, is now being used in several collegiate undergraduate curriculums, according to Philip M. Zenner, president, Royal McBee Corp.

The expanding use of computers in the universities, Mr. Zenner reports, has become possible through the development of compact, low-cost machines which schools of almost any size can afford. More than a dozen colleges and universities are now using the LGP-30 electronic computer, which is manufactured by Mr. Zenner's company.

Lehigh University, Bethlehem, Pa., and Ohio University, Athens, O., are among several institutions which are offering courses in computer training to undergraduates, including students in business management. Many of the college have indicated that they expect to expand these courses in the future.

While computer training is most often thought to be scientific training for

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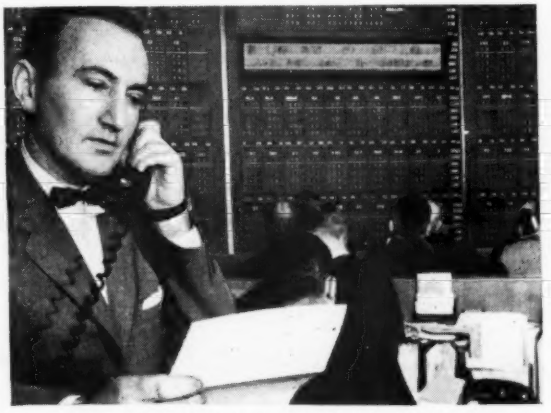

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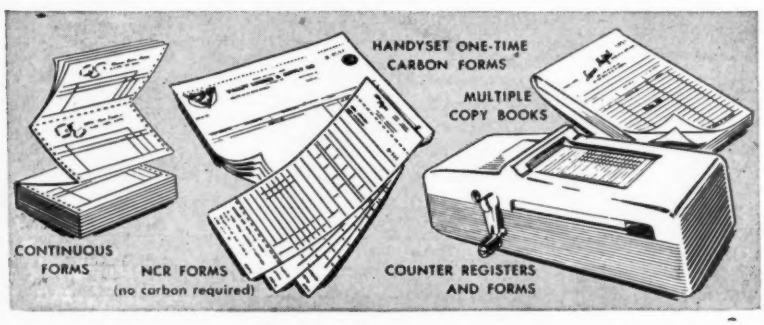

graduate students, educators at Lehigh and Ohio believe that the nation's future business managers, engineers, scientists and teachers must begin their acquaintanceship with this basic instrument of the electronic age as early as possible. Dean D. R. Clippinger of Ohio University observes that "with digital computing playing such an important role in so many industries and defense projects, there can be no doubt as to the future demands on computer education in the universities."

Also typical of general faculty attitude is the statement by one professor who teaches electronic computer courses at Lehigh. He maintains that "effective and efficient data processing is the price every business will have to pay for its very existence in the next quarter century; we must turn out men who have a thorough understanding of it."

In Short

NOMA workshops discuss individual idea development

Ways and means of creating the proper climate for the development of individual ideas on the job were considered by the Mideast Coast States Area of the National Office Management Association during its two-day workshops held in Atlantic City, N. J., October 17th and 18th.

The workshops were led by Stanford S. Kight, Director of Fels Group Dynamics Center, University of Delaware, and Dr. B. B. Goldner, Director of the School of Creative Thinking, LaSalle College, Philadelphia.

Discussion was devoted to management's responsibilities in giving to each man on the job the opportunity to accomplish his work with as much latitude as possible, thus providing the stimulus for innovation. Dr. B. B. Goldner told the assembled executives that American business must create a climate favorable to the growth of new ideas. "In our present industrial environment," he said, "it often isn't safe to come up with new ideas. Mistakes can be so costly, executives shun creative suggestions. This keeps America from growing to its full potential."

Dr. Goldner declared that "business executives must be bolder if they want to prosper. They must be sympathetic to new ideas. They must encourage them rather than dodge them."

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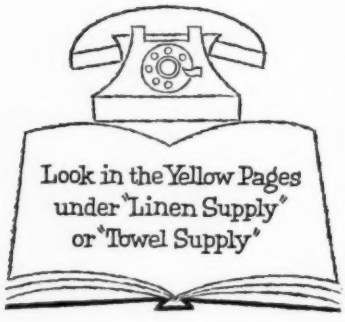

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Massachusetts Life reports group insurance rise

New group business, especially in the group accident and health and group pension fields, has substantially increased during the first three quarters of this year, the Massachusetts Mutual Life Insurance Co., Springfield, Mass., reports.

Measured by premium income, new group insurance contracts written by the company increased 36 per cent during the first three quarters of 1958 as compared with the same period of the previous year. Estimated annual premiums from the new group business totaled $8,336,497, which compares to $6,130,510 in the same period of 1957. The company reports that in the group accident and health, and in the group pension fields, premium income rose 31 per cent and 71 per cent respectively.

Commenting on the increase, president Leland J. Kalmbach said that "our record for the first nine months of 1958 tends to show that the recent business downturn has not affected the continuing interest of American employers in providing group protection for their employees."

Mr. Kalmbach pointed out that new group insurance written so far this year covered 60,360 employees as compared to only 55,151 during the same period of 1957. The number of new group policyholders and present policyholders expanding existing coverages, he said, has increased from 989 in the first three quarters of 1957 to 1,128 during the comparable period of 1958.

Film series to aid office supervisors is released

Six motion pictures in sound and color, called the Office Supervisor's Problems series, have been released by the McGraw-Hill Book Company, Inc. of New York. They have been produced in cooperation with the National Office Management Association, and are designed to help first-line supervisors to improve human relations in the office. Each film presents a typical problem involving the supervisor and the workers he supervises. The features of the situation are given in such a way as to stimulate discussion by the viewing group on methods of handling the problem. A Discussion Leader's Manual is provided to give detailed suggestions for using the motion pictures in management training programs. The films are based on actual case study material.

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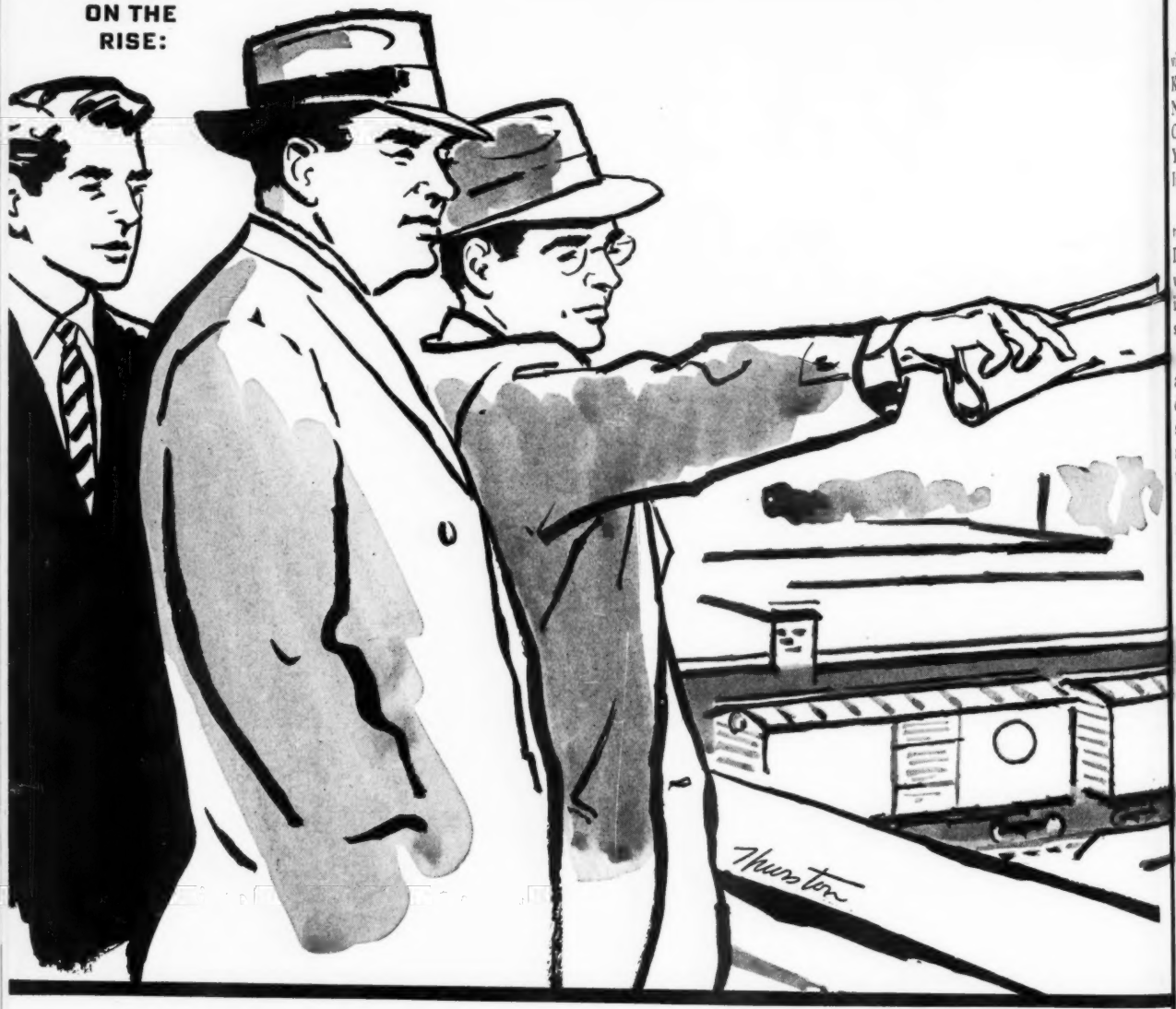

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OFFICE MANAGEMENT
The Magazine for Management Executives
212 Fifth Avenue **New York 10, N. Y.**

People in the News

Robert L. Dickson, administrative vice president and controller, Walter Kidde & Company, Inc., Belleville, N. J., has been elected president of Controllership Foundation, Inc., New York, a research arm of the Controllers Institute of America.

Dr. Howard T. Engstrom has returned to the Remington Rand Univac Division, Sperry Rand Corporation, as vice president and director of marketing of Univac scientific and military systems.

John P. Atkinson, formerly executive assistant to IBM executive vice president *Albert L. Williams,* is now assistant director of personnel for International Business Machines Corporation, New York.

George A. Hagerty has been promoted to manager of the marketing section of the Computer Department of the General Electric Company, Phoenix, Ariz.

Ethel Langtry is director of the Retail Research Institute, National Retail Merchants Association, New York, replacing *Arnold Skinner,* who has resigned.

Harold F. Hatch, formerly associate controller, has been elevated to second vice president in charge of the newly created Electronic Computer and Data Processing Dept. at John Hancock Mutual Life Insurance Co., Boston.

Fortune P. Ryan, executive vice president, Royal McBee Corp., Port Chester, N. Y., has been elected president of the Office Equipment Manufacturers Institute.

S. T. Scheinman, president of Cole Steel Equipment Co., New York, has been named chairman of the Office Furniture Div. of Muscular Dystrophy Associations of America, Inc.

H. W. Shaw, administrator of records control for Kaiser Steel Corp., Oakland, Calif., has been elected president of the American Records Management Association.

G. Eldon Tufts, accounting supervisor at the Danvers, Mass. plant of Sylvania Electric Products, Inc., has been elected president of the National Management Association.

Carl W. Brenn, General Manager of Autographic Business Forms, Inc., Hoboken, N. J., died suddenly of a heart attack on October 30th at the age of 62.

—@#%!@*

***Translation:* "I quit!"**

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Coming Events

AMA Seminar: Managing the Office Work Simplification Program. New York, January 5-7.
Sponsors American Management Association. *Place*: Astor Hotel.

AMA Seminar: Changing Patterns of the Office Manager's Job. New York, January 5-9.
Sponsor: American Management Association. *Place*: Astor Hotel.

AMA Seminar: Automation in the Office—Principles, Pitfalls, Techniques and Applications. New York, January 19-23.
Sponsor: American Management Association. *Place*: Astor Hotel.

National Credit Conference. Chicago, January 22-23.
Sponsor: American Bankers Association. *Place*: La Salle Hotel.

Annual Industrial Engineering Institute. Berkeley, Calif., February 6-7.
Sponsor: University of California. *Place*: Berkeley Campus.

Midwinter Trust Conference. New York, February 9-11.
Sponsor: American Bankers Association. *Place*: Waldorf-Astoria Hotel.

NAA Regional Conference. Tulsa, Okla., February 27-29.
Sponsor: National Association of Accountants. *Place*: Mayo Hotel.

CIA Southern Regional Conference. New Orleans, March 5-7.
Sponsor: Controllers Institute of America. *Place*: Roosevelt Hotel.

AMA Seminar: Reducing and Controlling the Costs of Office and Administrative Overhead. New York, March 9-11.
Sponsor: American Management Association. *Place*: Astor Hotel.

AMA Seminar: Preparation and Use of Procedures Manuals. New York, March 18-20.
Sponsor: American Management Association. *Place*: Astor Hotel.

Annual Systems and Procedures Conference. San Francisco, March 10.
Sponsor: University of California. *Place*: Fairmont Hotel.

Annual Conference of the Connecticut Personnel Association. New Haven, March 31.
Sponsor: Connecticut Personnel Association. *Place*: Yale University.

with the EDITORS

THE 1958 election furor over, it's interesting to note the performance of the computers used by the TV networks to predict election results on the basis of early returns. We suggested in this column a month before election that those interested in seeing just how accurate a forecasting aid an electronic data processor might be would be well advised to check early computer predictions against final November 4 results.

THE computers proved their mettle. It was prefectly obvious, of course, that a Democratic sweep was in the making early in the evening, but only the electronic data processors were able to predict at an early hour the exact dimensions of that sweep. At 7:10 P.M., CBS presented the first Remington Rand Univac estimate of the new alignment of the House of Representatives. Error as compared with final returns: zero. An hour later, a prediction was made concerning the party division in the Senate. Error: one seat. NBC did not use its IBM 305 for prediction purposes, but rather to keep a running total on actual returns. However, ABC, using an Underwood Electronic Business Computer predicted both House and Senate counts at 7:15. House tally was off by two seats; Senate count correct.

THIS month, our popular "Tools" feature boosts a new category—"Books of Interest to the Office Administrator." In it we attempt to present an overall view of current works of significance to all concerned with the rapidly changing modern office.

IT is a rich harvest of books on the current scene, another indication, if any is needed, of the many different fields encompassed in the phrase, "Office Management." And we think that such books are a logical entry in the "Tools" series because perhaps the most important aid a manager can have these days is knowledge—knowledge of techniques, of human relations, of the principles of good communication. Logic, imagination, and infinite patience will always be the first attributes of the good administrator, but they are no longer sufficient in themselves. He must have a wide range of general information as well, and beyond that, a reference library which will enable him to find any specific information he needs.

TO a large degree, this is also the purpose of our Yearbook issue, the 1959 edition of which will be published next month. Naturally, the Yearbook, since it covers all the major fields of interest to office administration, cannot present as detailed a picture as complete books on a given field, but it attempts to present a comprehensive view of the major events and trends of the year past, and the expectations for the year to come.

APROPOS of last month's discussion in this column on the gradual disappearance of the wage differential between office and factory workers, and the necessity for the office to eliminate rigid stratification of workers if it is to continue to draw well qualified personnel, we note that AFL-CIO economists, recognizing the rising proportion of clerical workers to production workers, recently reported that organized labor would have to make much stronger efforts to organize clerical workers if it hopes to retain its present proportion of the work force. Last month, too, witnessed what is probably the largest strike ever called by white collar workers—the walkout of eight thousand clerical workers and engineers at the Chrysler Corporation.

STRAWS in the wind? Very possibly. It does seem certain that the unions will begin to eye office workers with increasing interest if the ratio of clerical workers to production workers continues its rise. And such a continuing rise seems as certain as anything can be in an uncertain world. The implications of possible unionization of office employees on a large scale are many and varied; we'll be discussing some of them in the Yearbook issue, and report further events in this area as they occur.

Robert M Smith
Editor

A. VIRGA, GENERAL MANAGER of the Original Crispy Pizza Crust Co., Inc.

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General Manager of the Original Crispy Pizza Crust Co., Inc.

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Aims, techniques, results of statistical quality control in the office

Various types of standard sampling procedures and method of determining "control limits" of error percentage for a sample of given size outlined—

by Robert M. Smith

"RANDOM" — "systematic," "stratified," "sequential" — which would you choose? If it sounds a little worse than Greek, it isn't really. This is the language of statistics — of statistics at least as far as sampling is concerned. And sampling techniques, as was pointed out in this magazine last month, can be the basis of great improvements in the quality of office products—as well as a firm floor for significant improvements in the cost and efficiency picture of the office.

Last month's article discussed the theory and the arguments for the sampling procedure in quality control of office products. Let's see now what some of the basic mathematical methods are that are used in sampling.

In its simplest form sampling implies taking a part of the whole and gauging the texture of the whole from the part taken. As was pointed out last month, if even a minute sample is taken of a homogeneous whole — a liquid, say, like blood, or water from a municipal water system, the quality of the whole can be gauged with a high degree of accuracy from the sample. As soon as separate units—automobiles, invoices, typewriters, electric batteries, are involved, the element of variation enters the picture. Each of these individual units, even though each is produced on an assembly line, will differ in some degree from the other ones, as units drawn from a completely homogeneous unseparated substance will not.

And these are the products of business and industry, as a rule, the products of the office always-separate units. Part of a work flow they may be, but they are not homogeneous in the sense that a fluid or a gas is.

Therefore the sampling techniques used in such a stream to determine the consistency—the quality of the whole—must be more sophisticated than the samplings of a fluid or an entirely homogeneous substance.

Basically, the techniques used in quality control in office or factory—the techniques used to determine the quality of a batch of individual products—are these:

Random sampling. This, although the simplest of the procedures, represents a minimum safety factor. A sample is of no use at all unless it is basically a random sample. In other words, while a sample of 200 out of a batch of 2000 units might be satisfactory for control purposes, it would be comparatively unreliable if the checker were simply to check the first 200 units for accuracy. If, however, he were to take individual samples or small isolated batches of five or ten units until he had reached a total of 200 units, he would be in effect sampling throughout the entire range of

It is important that "random" samples be taken to check accuracy through entire range of work batch

2000 units, and would be insured of a far better guarantee that the sample would be representative of the whole. "Lumping" his sample by taking 200 units in a group would not give as good an indication of the quality of the batch as a whole.

Random sampling is the simplest acceptable technique — and gives the roughest results. Each subsequent sampling technique is a refinement of the random sampling system, and, to a degree, insures a greater degree of precision in the utility of the sample as an indication of the quality of the whole.

Systematic sampling is an adaptation of random sampling in which the units to be sampled are selected on some kind of regular basis — every tenth unit, for example, might be checked. This has the advantage of reducing the possibility of human error which might occur in completely random sampling, in which the individual checker might be tempted toward the end of a work period to start taking larger and larger random batches. As long as there is some regular interval between samples checked, and that regular interval is adhered to by the checker, systematic sampling offers a quite accurate indication of the quality of the batch as a whole, unless there is a periodic variation in the flow being sampled which would, in combination with systematic sampling, cause errors. For instance, if one were sampling for business volume per day instead of product quality, systematic sampling would be a bad bet since it might always check sales on a Friday or Monday — obviously not completely representative days. When taken in terms of a more or less continuous rather than sporadic work flow process however, systematic sampling is a refinement over the basic random sampling technique.

Important in many office quality control procedures is "stratified sampling" under which the size of the samples taken from different groups varies according to the relative importance of the group.

For instance, a company checking the accuracy of its invoices might decree that a ten per cent sample be taken of all its invoices for amounts less than ten dollars; a twenty five per cent sample for invoices over ten dollars, etc. Thus a higher degree of control would be achieved for the invoices representing the higher dollar amounts.

"Sequential" sampling, although used more often in production quality control than in the office, may have office applications. Under this procedure, a series of small samples is taken for the work batch being checked. If the first sample shows more than a minimum percentage of errors, a second sample is taken, if errors still show up, a third, and so on until it is definitely established whether the batch as a whole should be accepted or rejected.

Continuous sampling is used mainly in instances where it is difficult to divide the work into batches, where work proceeds on more or less of a continuous flow basis. The sampling in this instance is done on a continuous flow basis also. A certain percentage of the work flow is determined as the correct sample size—say ten per cent. Units of the work flow are checked 100 per cent until a given run of, say, 50 units, occurs without a single error. Thereafter, every tenth unit is checked until an error appears. One hundred per cent checking is resumed until 50 units occur without an error, and then the checking of every tenth unit only is resumed.

As was pointed out in the previous article on statistical quality control (*Office Management*, November, 1958, page 25) the percentage of error in any given sample can vary from the percentage of error in the work batch from which the sample is taken. The extent by which the sample percentage can vary from the true percentage while still giving a high level of assurance that the true percentage is the desired figure or less (the maximum permissible error rate determined by the company) determines the control limits on the control chart.

Basis for these limits is the "standard deviation from the average," a unit of measurement which determines the variation from the average (the true percentage of error in the work batch) which can be attributed to chance causes. Mathematicians have established that 99.7 per cent of all readings will vary not more than three standard deviations, or sigmas, from the average error rate in the work being sampled. Thus, three sigmas establishes the amount of variance, either above or below the true error rate, which can be attributed to chance causes. Any error reading beyond the three-sigma upper control limit indicates that the maximum permissible error rate has been exceeded.

Fortunately, the office administrator does not have to work out the basic theories on which control limits are established. He can use standard tables to determine the three-sigma control limits for any given sample size and error rate, or he can apply the following formula for finding the limit, which requires mathematics no more complicated than extraction of a square root.

$$\frac{3\sqrt{p\,(1-p)}}{\sqrt{n}}$$

where p represents maximum permissible percentage of error, and n represents size of sample lots to be taken.

Assume that by 100 per cent checking of past performance, a company finds that its error rate on a given type of paperwork has been exactly 2 per cent—2 of each 100 units were defective. It decides that this is a reasonable error percentage, and that as long as this error rate is not exceeded, it will be satisfied. It wishes to abandon 100 per cent checking, and use sampling techniques. It decides that it will sample 20 per cent of the units on this particular paperwork line, which produces approximately 1000 units per day. It will thus use as its sample size 200 units from each batch of 1000 units produced.

Thus p equals .02, and n equals 200. Substituting in our formula, we have

$$\frac{3\sqrt{.02\,(1-.02)}}{\sqrt{200}}$$

or

$$\frac{3\sqrt{.02\,(.98)}}{\sqrt{200}}$$

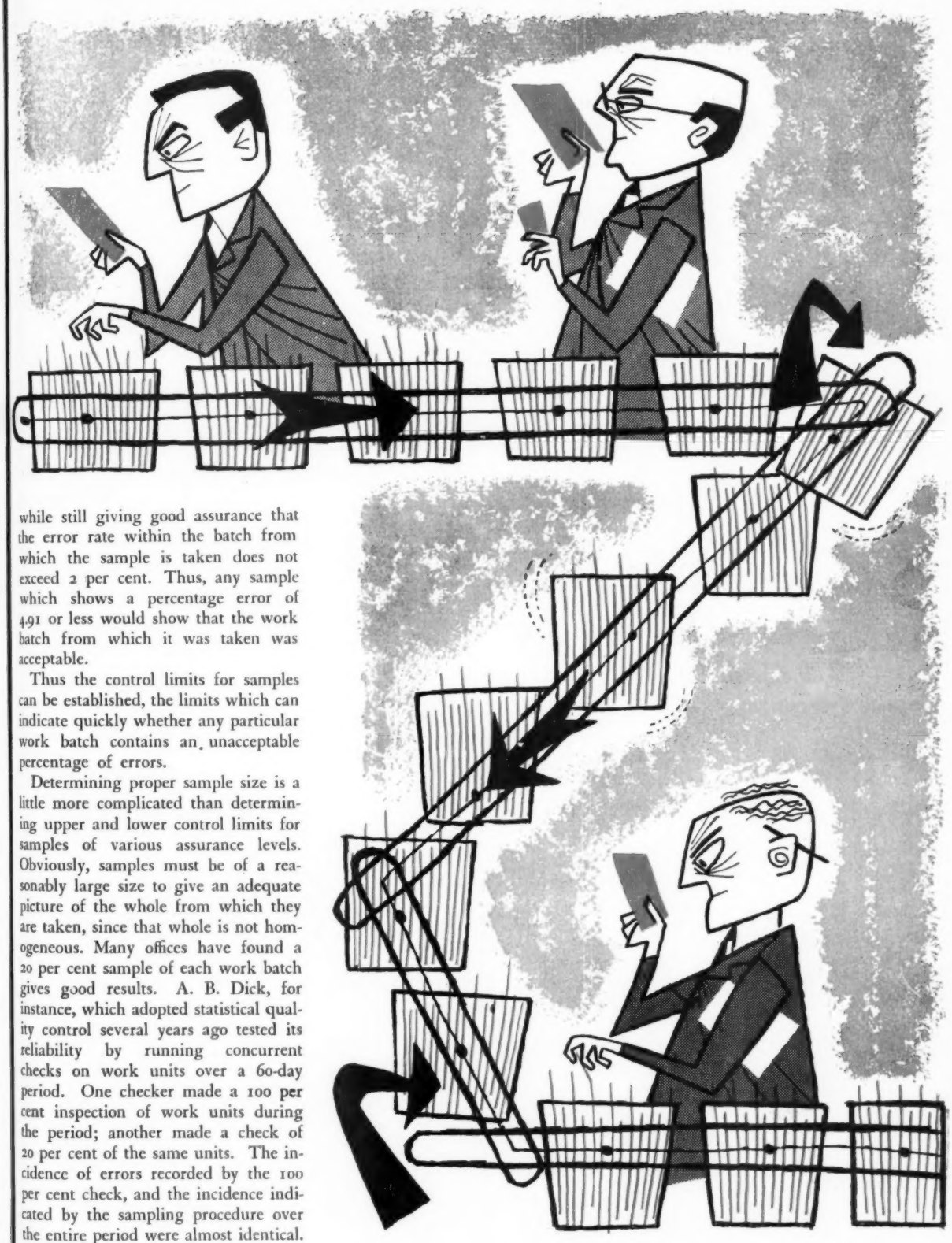
or

$$\frac{3\sqrt{.0196}}{\sqrt{200}}$$

or

$$\frac{3\times .14}{14.14}=.029$$

Our three-sigma limit in this case is .029. Expressed as a percentage this means that any sample reading can deviate 2.9 percentage points from our permissible error rate of 2 per cent,



while still giving good assurance that the error rate within the batch from which the sample is taken does not exceed 2 per cent. Thus, any sample which shows a percentage error of 4.91 or less would show that the work batch from which it was taken was acceptable.

Thus the control limits for samples can be established, the limits which can indicate quickly whether any particular work batch contains an unacceptable percentage of errors.

Determining proper sample size is a little more complicated than determining upper and lower control limits for samples of various assurance levels. Obviously, samples must be of a reasonably large size to give an adequate picture of the whole from which they are taken, since that whole is not homogeneous. Many offices have found a 20 per cent sample of each work batch gives good results. A. B. Dick, for instance, which adopted statistical quality control several years ago tested its reliability by running concurrent checks on work units over a 60-day period. One checker made a 100 per cent inspection of work units during the period; another made a check of 20 per cent of the same units. The incidence of errors recorded by the 100 per cent check, and the incidence indicated by the sampling procedure over the entire period were almost identical. Sampling indicated that 99.59 of the work units processed were accurate; the 100 per cent inspection showed that

(*To page* 84)

One major advantage of sampling: it makes practical a check of the accuracy of work done at each stage of the progress of that work, if different departments are involved. Thus, errors can be caught on work in progress.

Bright wall hangings, product display, enliven spacious reception areas

Seagram's bronze tower combines unique exterior with new interior layout ideas

by Lyman Coddington

Soundproof partitions can divide conference room into three separate areas

RISING from a granite-paved plaza on New York's Park Avenue is a unique structure of bronze, muntz, travertine and tinted glass—the 38-story House of Seagram. It represents a new concept in exterior architectural design—and it combines the latest in interior planning with the most advanced ideas in office layout.

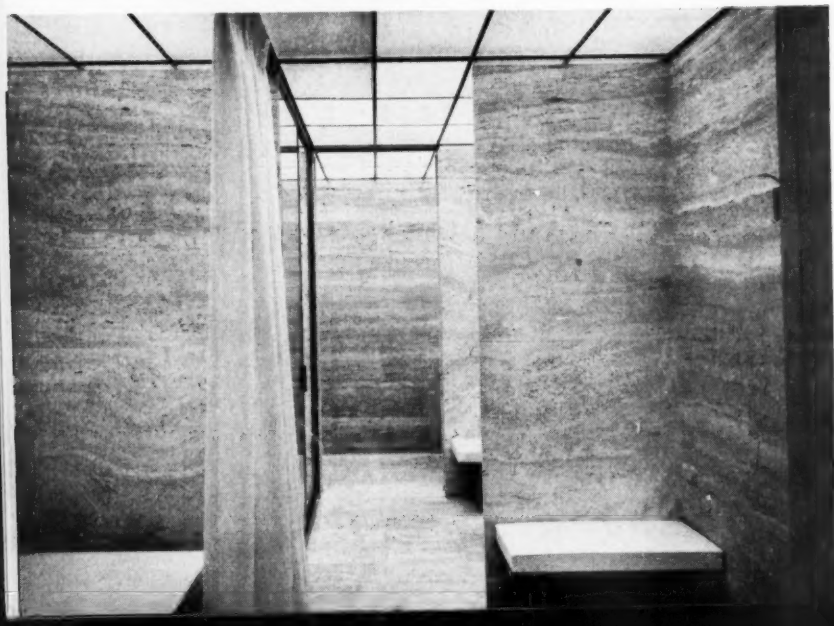
The building could be considered, in effect, as a constant experiment in office space allocation and in office facilities. It has been obviously designed to permit the greatest amount of flexibility with regard to any changes of personnel, organization or equipment that tenants might desire. The minimal number of supporting columns permit great variety in office arrangement. Service facilities are concentrated in the core of the building, eliminating the possibility of their en-

Giant murals by leading abstractionists, and dramatic ceiling-height windows extending from wall to wall are featured in richly furnished executive offices on building's fifth floor

Administrative offices are placed around general office perimeter

Medical program includes frequent employee health examinations

Elaborate executive washrooms even boast showers



croachment upon office space. With the general office areas conforming to a modular pattern, the movable walls can be easily placed to accommodate foreseeable changes in office layout. A grid system of underfloor ducts provides another aspect of flexibility since it allows the movement of partitions and furnishings without the need to relocate electrical outlets.

The House of Seagram is set back a full 90 feet from Park Avenue. Underneath the half-acre plaza, which is kept ice-free during the winter by a radiant heating system, is a garage for parking, a storage area, and building maintenance shops. Since the lobby is entirely glass-walled, it appears to be part of the plaza itself, thus accenting the spaciousness of the ground area beneath the building. The banks of elevators in the lobby, enclosed by travertine walls, are made plainly visible from without by a bright source of light that falls on them from recessed ceiling fixtures. The ceiling itself is finished in gray glass mosaic, set in black cement.

Seagram has eight floors

Seagram has approximately 1,000 employees who occupy the first eight floors of the building. The caliber of its own offices has set a high standard. Aside from concentrating on flexibility, Seagram has apparently placed a high value on the element of prestige. Executive suites are oak-paneled, and the reception rooms are decorated with original paintings and tapestries. Mies-designed chairs, and marble-top tables illuminated with light from seemingly invisible sources dominate the executive conference and dining rooms. Custom made fixtures and other specially designed hardware items are used throughout.

The air-conditioning system employs units which are located underneath the windows for rooms on the perimeter of the building, and in the ceilings for those rooms which are in the center area. The air-conditioning has balanced humidity and thermostatic fingertip control. Each office has its individual control to suit the needs of its occupants. The equipment of the system is in a tower above the 38th floor.

Lighting in the Seagram offices is accomplished in a variety of ways. All lights are either out of sight, behind panels that either concentrate the illumination or diffuse it over the entire

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Two speakers from England, H. C. Pollock (left) and Geoffrey Mills (center) are greeted by Don Barkley, chairrman of conference Speakers Bureau

Round-the-world office problems covered at mobile SPA meeting

German speaker charges U. S. business is handicapped because systems are built around existing machines, urges that machines be designed to meet system requirements—

SYSTEMS men in Europe, as in this country, start to plan their methods too soon, concentrating on how something is to be produced rather than on whether it should be produced at all, Geoffrey Mills, Deputy Chief Controller, J. Lyons & Co., Ltd., London, charged at the opening day session of the 1958 meeting of the Systems and Procedures Association, held in Buffalo, October 13-15.

The locale represented a last-minute change in plans: the International Systems Meeting had originally been scheduled for Pittsburgh, but a hotel strike in that city forced the entire meeting to be moved on short notice to Buffalo. Size of the hastily organized move is indicated by the fact that more than 1,000 registrants and three million dollars worth of equipment had to be hastily rerouted from Pittsburgh to Buffalo.

Developing his theme that too many methods men in the east have concentrated on improving production rather than determining what end products are really valuable, Mills said that seven significant trends, applying in Europe as well as this country, seem to indicate an improvement in the methods approach:

1. Recognition that the proper study for the office systems expert is the study of management at work, rather than the study of clerks at work.

2. The ideas inherent in the concept of the "Productive Office."

3. The simultaneous and apparently opposing trends of centralization and decentralization.

4. Recognition that the proper time to make use of paperwork is before the event as a guide to action, rather than after the event as a record of what has taken place.

5. Recognition that advances in the office field will depend on greater use of the imagination rather than greater use of machines.

6. The attempt to devise means of controlling office costs.

7. The attempt to devise formal methods of training for systems men.

"For too long," Mills told the audience, "has the systems man been regarded solely as an expert in office work. I do not for one moment want to suggest that the systems man is necessarily an expert in other fields, for example in production, sales, or distribution. My disagreement is with the suggestion that he is fundamentally concerned with the study of clerks at work and that the expertise of his work is based on office machines, office procedures, and office equipment of one kind or another.

"I disagree profoundly with the no-

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How simple control records help insure completion of "special projects"

Simple set of progress records can prevent extra-duty assignments from becoming lost under the pressure of day-to-day work routines—

by John Hockman

JUST why did that special study drag on so? How much time have we really spent on it? Couldn't we finish it off? A simple control can prevent a lot of frustration.

Every department, almost, gets involved from time to time in special studies: projects that need a lot of investigation—that can't be polished off in a day or two.

Few offices can afford the luxury of giving one man one of these jobs and leaving him alone to wrestle with it until he has finished. Too many other urgent things keep coming up.

So, one by one, the special jobs get pushed aside—until somebody, in a position to expect results, asks what has happened. So "We had Jones on it, but we had to take him off for the Thingummy survey; and then there was the Whatsit investigation, and . . . "—not a very comfortable explanation to have to give, even the first time. And it can so easily happen, not once, but several times; until what started as a long-term "fill-in" sort of task becomes yet another priority one.

As if there weren't enough of those already.

Nobody could reasonably suggest that a control record could prevent a job being pushed aside by something more urgent, or reduce the amount of work needed. But it certainly can help to prevent the job being relegated entirely to the background, under the pressure of day-to-day events. It can help, too, to keep track of just how much time actually is spent on the job, as the weeks whiz by. It is some comfort, when a job has unavoidably lasted months, to know that it has not really cost all those man-hours: maybe only a couple of weeks' work, taken solid. The same sort of record can even help reduce the total elapsed time from start to finish of the job—strange as it may seem. It can help the man who is actually trying to do it—and to keep seven or eight other balls bouncing at the same time—as a planning tool.

"Sounds all right" says the voice of bitter experience, "but—more records . . . records we've got: plenty. And they take plenty of time to keep. We want to cut them out, not make more."

These are pretty simple records, though. Most of what goes into them would have to be recorded in the report on the particular project, in any case; and the rest is just a matter of jotting down a few facts and figures while they are fresh in mind.

Simple, we said. Perhaps Fig. 1 doesn't look so simple. But let's take a closer look. Name and date, at the top . . . well, that's standard. What about the little line of instructions just below?

Projects requested . . . well, the man should have these well in mind: if he hasn't (and this is one of the things that's worrying us)—going over the list will remind him: and making out the list, as a program, will help him to put first things first, and help the boss to the same end. "Achievements of past month:" if he's done a good

Records can help the man trying to get the special assignment completed, while keeping seven or eight other balls in the air at the same time

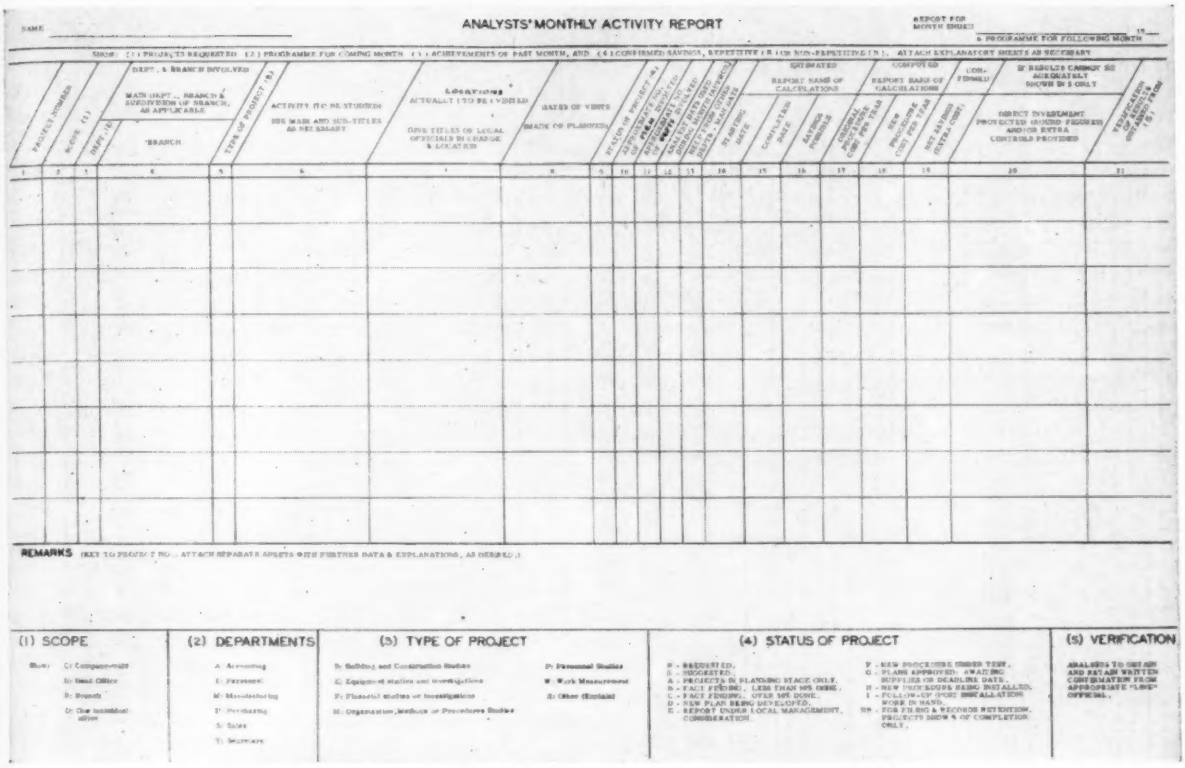

Figure 1. Basic control record serves to chart progress of job

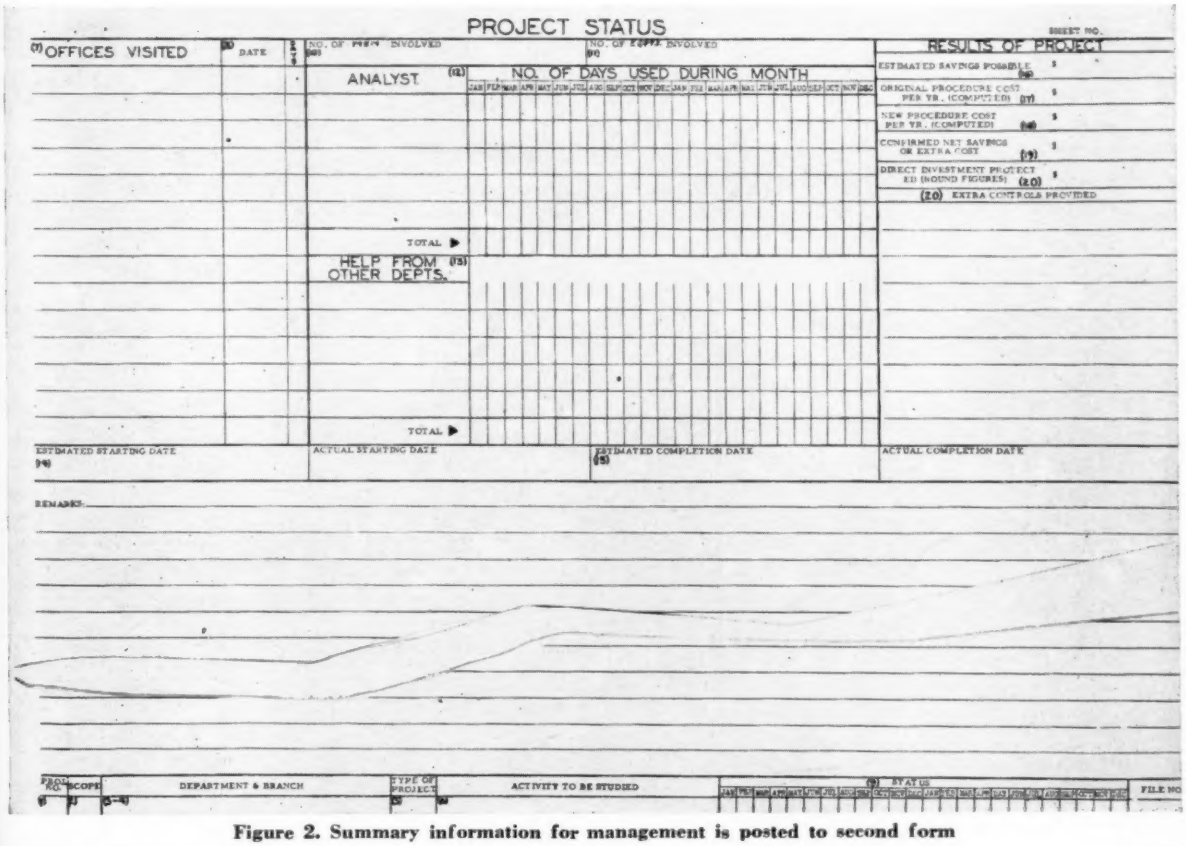

Figure 2. Summary information for management is posted to second form

job, he'll be glad to put it on record; if he hasn't, he may want to have more to record next time. Savings: if there aren't any, was the job worth the time? Maybe they aren't tangible dollar savings, but in the long-term, broad sense, savings there should be—even if this means saving an indeterminate amount of business that could have gone to the competition. The exact wording on this illustration will not fit everyone, but perhaps that may be forgiven if the basic ideas are sound. Savings, added profit, or whatever it may be . . . some such data will be wanted for the report on each project (even if it's only a verbal report), so it should not be too large a chore to jot them down here.

Printing job simple

The same goes for many of the columns in the body of the form. "Project number" isn't really necessary unless there are a whole lot of different projects running at any one time. File number might be a helpful alternative, if a reference number is needed. The next few columns are merely reminders of what a good, complete project title should reveal. The scope would be "company-wide," or within a certain department, or branch. This type of thing can be foreseen, and code letters or numbers used, to save a lot of writing. They very quickly become familiar, particularly if they are meaningful ("C" for "company-wide," "A" for accounting, and so on). Till then, a key can easily be printed on the form. The same code approach can be used for type of project. The "Activity to be studied" space allows for amplification, if any is needed.

To digress for a moment: with this talk of codes printed at the foot of the form, it may sound as if the printing itself was quite an elaborate one. This is not the case. Our sample was drawn double size, typed, reduced (Xerox service—a little over a dollar) on to an offset plate, and run on our duplicator.

To go on, then. The people for whom this form was planned travel a fair amount. This is the only reason for the columns for "Visits." But the next column, "Status of project" is the key to the whole thing. We found that most of our projects go through similar well-defined stages, most of which seem to apply to most types of investigation. So—you guessed—we coded them. Apart from space-saving on the form, this helps with our overall control feature—to be explained shortly.

The next couple of columns just indicate the dimensions of the problem; the man tackling it should know, after all. If he doesn't, it doesn't take an uneconomical amount of extra effort to find out, while he's on the spot, doing the job.

The next pair of columns, on "days used," need not mean keeping a careful record of half-a-day here and an hour there. Even if the total days added up to one or two more (or less) than there

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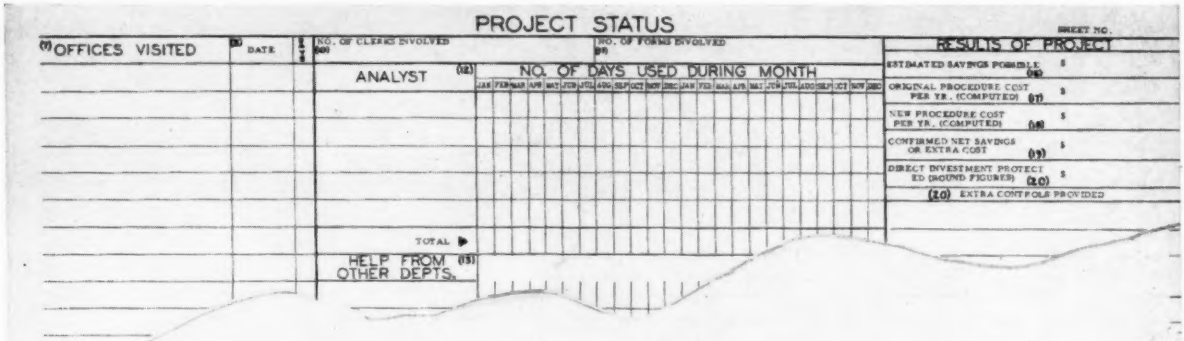

Figure 3. Information is posted at foot of project sheet to form visible margin when filed

Block of files is used as divider to give "staff" her own private office area

How one-worker airline branch office increased its efficiency

"Records center" of shelf files in one-worker office increases work output 25 per cent

by Capt. Harold Gillespie
Pan American World Airways, San Francisco

IN ALMOST any medium-to-large sized company, add the output of all of the "one-girl offices" together and you are talking about a large section of the organization's administration. Then, figure a way to increase the working output of the one-girl office by 25 per cent or more, and you have really accomplished something.

At the Pacific-Alaska Division of Pan American World Airways, headquartered in San Francisco, we have devised an operating formula which produces these results on a fairly dependable basis. As bonuses, the Pan American approach also provides a major potential for savings in rent and carpentry.

The situation is best illustrated by a fairly typical example:

Central shelves house most active files

The Route Section Office of the Pacific-Alaska Division does a four-fold job.

1. It coordinates and supervises operating publications for flight personnel. Included in this category are the manuals containing all flight instructions and navigational charts needed in flying Pan American's planes over an area which makes up more than a third of the world's surface.

2. This same office is headquarters for the Pilot in Charge of Navigation. This man is responsible for navigational training and qualifications for the Pacific-Alaska Division's flight personnel.

3. The Chief Check Pilot's office is part of the same section. This executive is responsible for monitoring pilot proficiency throughout the Pacific-Alaska Division. He must maintain extensive files of confidential records which include all available data on pilot experience and performance.

4. The Section is responsible for the publication of all communications needed to support these company-wide programs.

At least two of these executives, obviously, are out of the office a good bit. Secretarially, the Route Section Office has been a one-girl operation for several years. But, not long ago, the workload here had grown to borderline proportions. In addition, files were crowded into available space to a point where the group had outgrown its quarters.

Today, the Route Section is still a one-girl office. They are still in the same offices but now have comfortable operating space and the Pilot in Charge of Navigation has been provided with a private office—set up without any carpentry or construction.

All this was accomplished with a careful working study and subsequent file reorganization. In analyzing the situation, we determined that the secretary in the Route Section Office was spending about one-third of her working time at files which were crowded into every available space. This percentage was considered a little on the high side but not really unusual. However, it was felt that if the filing portion of her work could be streamlined, the job would become easier for her and the company would be spared putting a second girl into an office where there was just barely room for one to work.

The solution which Pan American put into effect was, basically, to apply the same principles of file organization and management in a small office as is often done in a large central records department. Specifically, the files in the Route Section Office were taken out of drawer-type cabinets and put in Spacefinder Files, made by the Tab Products Company. These are shelf-type files, of solid steel construction. They are built in modular units standing six shelves high and three feet wide. Unlike some commonly-used open-shelf filing equipment, these units are not adaptations of library or storage shelves. They are especially constructed for office record keeping — are sturdy enough so that they can be moved with all of their contents intact.

A very important feature of this particular equipment is that the units are fitted with sliding doors which fall into place in front of the records, safeguarding both cleanliness and privacy. These same doors can also be opened part way to serve as shelves on which secretaries can rest documents or make notes while they are right at the files.

Because the Spacefinders are built to single file folder depth, and also because they are above eye level in height, Pan American has been able to use them effectively as partitions. In the Route Section Office, the new units reclaimed 50 per cent of the area formerly used for housing conventional file cabinets. The space saved in this manner was enough to provide a private office simply by arranging the file units as effective partitions.

In addition—and this is really the most important feature of all—this type of filing has proved thoroughly workable in the one-girl office. Most commonly, shelf-type filing is thought of only in connection with central files or other mass record keeping applications. Pan American's Pacific-Alaska Division used them, for exam-

(*To page* 58)

File doors do double duty as workshelves

Conclusion—

AMA fall office management conference concentrates on cutting costs

One person should be made responsible for all company paperwork, and should be given vice presidential rank, Osteen tells executives at New York conference—

Speakers stressed savings programs proved in their own companies

"YESTERDAY'S record performance must always become tomorrow's commonplace, if a business is to remain healthy," Budd Sills, vice president and general operating manager, Spiegel, Inc., Chicago, told the American Management Association Office Management conference, held in New York, October 22-24.

Speaking at a panel session on "Good Intentions vs. Real Results—Office Management's Responsibilities and Opportunities for Profit Improvement," Sills said that his firm had found at the end of the spring quarter in 1957 that its sales had fallen below estimates. Its profits missed budgeted objectives by a substantial figure. Realizing that business was slowing, the company immediately began analyzing its day-to-day operations to see where costs could be cut.

Spiegel found that productivity, judged by previous standards, was being maintained at a high level, that

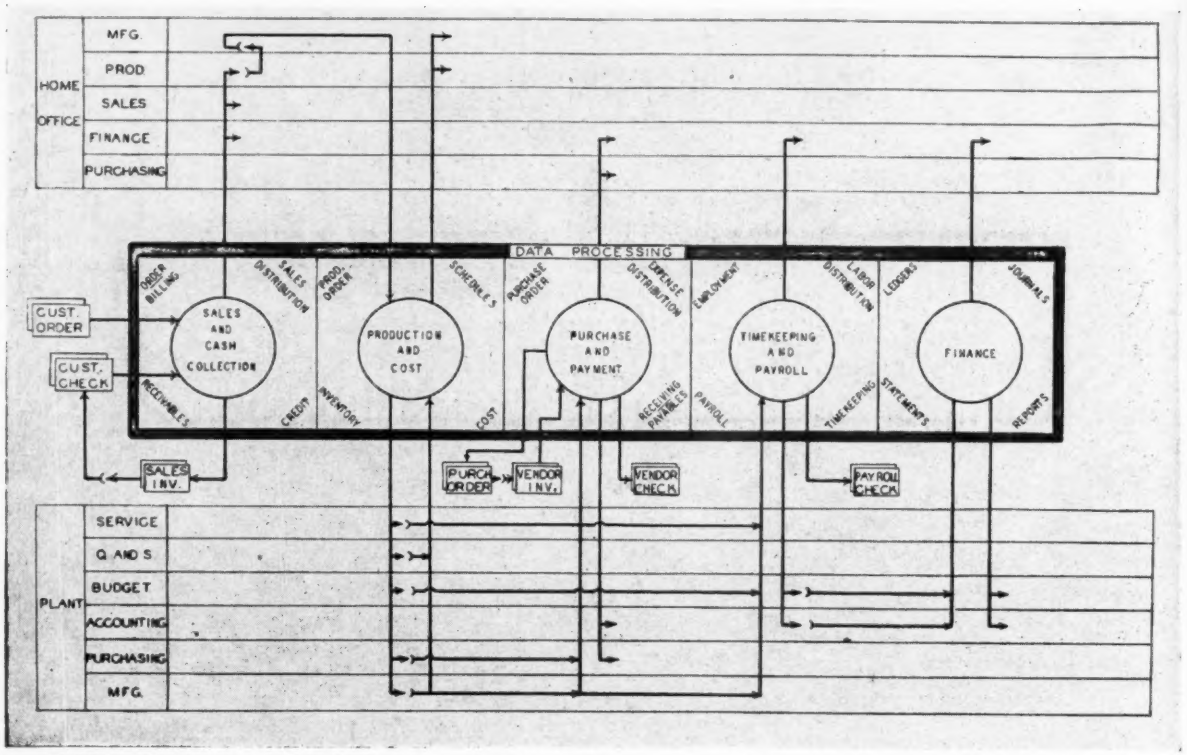

Exhibit demonstrating centralized data processing facility urged by Thomas Cox, Owens-Illinois Glass Co.

the quality of the work performed was high, and that customer service was as good or better than it had ever been. Still, something had to be done to improve the profit margin.

"In seeking a way to dramatically effect improvement in our operations, our eyes turned to our job simplification program," Sills told the management group. Although Spiegel had for years had a job simplification training program, which every executive was required to take, there was no consistent procedure under which executives were asked to give a definite portion of their time to job simplification planning.

Yet a review of the job simplification proposals that had been accepted in the past showed that the average annual savings achieved by each plan adopted had amounted to $1,000, Sills said. "It became apparent that if we could induce each of 250 executives to submit just one average job simplification proposal in the course of a season, we could rack up $250,000 in annual savings.

"We decided that it was reasonable to expect any person who called himself an executive to devote regularly a portion of his time on a planned basis to the subject of methods improvement through job simplification. Not only was this a reasonable expectation, but a necessary one, if job simplification was to become a living force in our organization," he continued.

The new program was explained to the company's executive work force at a general meeting. Each executive was told that he was expected to turn in at least two acceptable work simplification proposals during each six month season.

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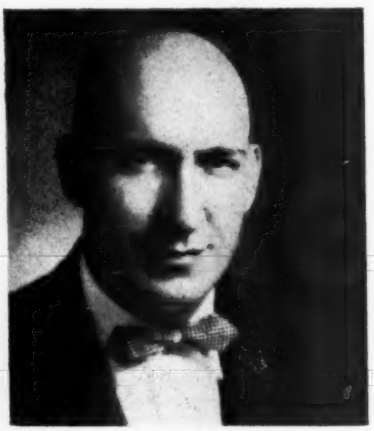
Arthur Barcan



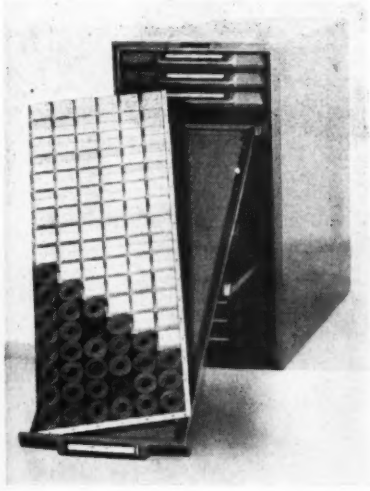
Carl Osteen

Garry Pasman

New for the office

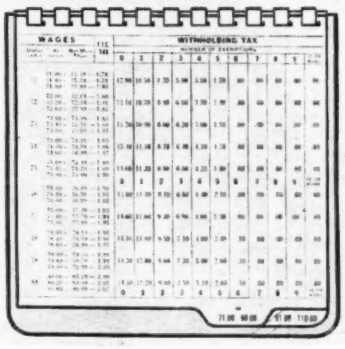
▼ Recording camera
Combining a continuous-flow reducing camera and an automatic processor in a single portable unit, the "Copy-Cart" recording camera handles opaque originals up to 8½ inches wide and of any length. Checks, records, waybills, etc., can be fed into the recorder and reduced in copying to 70 per cent of their original linear size. *Peerless Photo Products, Inc., Shoreham, Long Island, N. Y.* **(A-1)**

▼ Data processing tape file
New cabinet is designed for the security and protection of data processing tape. Removable trays can accommodate 25 foot rolls, and Standard

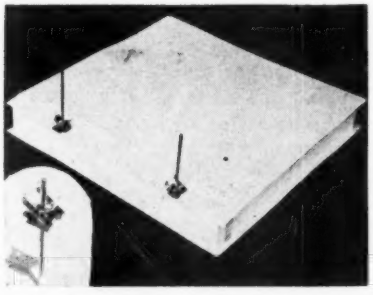


Kraft or all acetate hinged pockets offer many filing methods. The cabinet can be ordered in single or multiple units, depending upon the number of tapes to be filed. *Acme Visible Records, Inc., Crozet, Va.* **(A-2)**

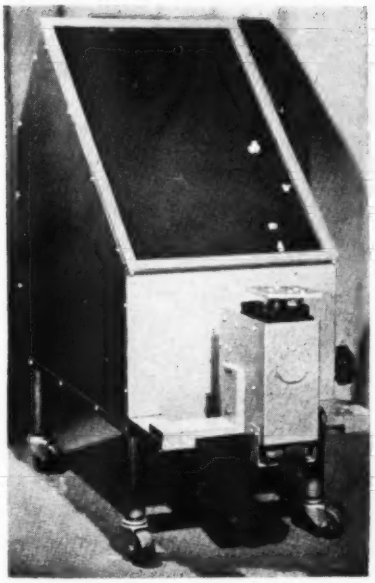
▼ Withholding tax charts
Revised to comply with the increased social security tax rate of 2½ per cent, the pre-calculated tables show the new social security and withholding tax deductions that must be made from employee's earnings. Wages and tax amounts are arranged on one line for horizontal reading across the page. Charts are specially bound, printed in red and black, and tab-indexed for quick reference. *Delbridge Calculating Systems, Inc., 2502 Sutton Ave., St. Louis 17.* **(A-3)**



▼ Binders
New line of binders houses bursted or unbursted multiple punched forms for



reports produced by tabulating departments from punched cards or tape. Black plastic covers with nylon posts, or pressboard covers with metal posts, are available. Both come with the new "Clip It" mechanism. *National Blank Book Co., Holyoke, Mass.* **(A-4)**



▲ Microfilm reader
This device projects the contents of microfilm onto a black, ground glass screen for reading, and it can also make 8½" x 11" prints directly from the microfilm. The reader comes with adjustable legs, and wheels are attached to enable it to be moved from room to room. *Camcopy, Inc., Box 27, Matawan, N. J.* **(A-5)**

▼ Modern chairs
Built according to modern Scandinavian design, this chair has an upholstered half-back and seat for maximum comfort. It is available in a wide range of upholstery materials and wood finishes. *Shelby Williams Mfg., 2500 W. Ogden Ave., Chicago.* **(A-6)**

▼ Raised panel floor

Specially made for electronic data computer rooms, the raised panel floor is

intended to permit flexibility in the placement of cables, and to act as a plenum for air-conditioning ducts. Adjustable screw jacks rest on the prime floor and support a steel grid, on which in turn are placed honey-comb structured panels, surfaced with vinyl or other standard flooring tile. The panels can be removed for access to underfloor components. *Bel Air Industries, Inc.*, 8125 *Pulaski Hwy., Baltimore* 6. **(B-1)**

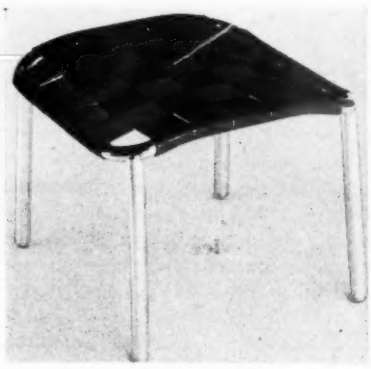
▼ Safe

The Model 2UB fire insulated safe is 24 in. high and 18 in. deep. It carries both the Underwriters Laboratories and

the Safe Maunfacturers National Association labels certifying that it has been tested to withstand a fire up to 1700 degrees F. for one hour without damage to the contents. The UL burglary relocking device label guarantees a ten per cent reduction in burglary insurance. Colors are gray, green, and tan. *Meilink Steel Safe Co.*, 1672 *Oakwood Ave., Toledo* 6, *Ohio.* **(B-2)**

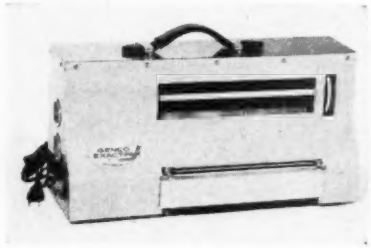
▼ Filing stool

Dual purpose stool of the Bevco line can be used as a foot rest, or furnished with hooded oilless, double row ball bearing casters, serves as a filing seat. Upholstered in woven plastic webbing, the 18-inch square and 15-inch high ottoman lists for $12.50 without casters, $17.50 with. *Precision Mfg. Co.*, 831 *Chicago Ave., Evanston, Ill.* **(B-3)**



▼ Copying machine

Weighing eighteen pounds, the "porta-fax" copying machine exposes, proc-



esses, and prints at the rate of 60-90 copies per hour, reproducing from all colors and ball point pen. *General Photo Products Co., Inc., General Photo Building, Chatham, N. J.* **(B-4)**

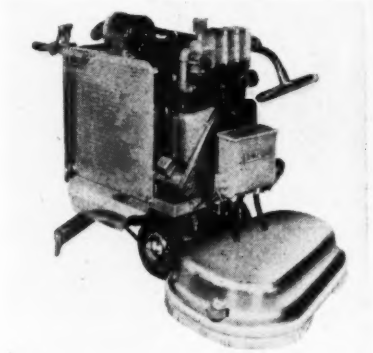
▼ Desk partitioner

By means of a clamping device, this heavy gauge steel "desk partitioner" (patent applied for) can be easily attached to any desk without marring the

top. It is usable with interchangeable inserts of clear flat or frosted fluted glass, pegboard, masonite, chalkboard, plastic or corkboard. Colors are Desert Tan, Mist Green, and Satin Gray, and several combinations of heights and sizes are available. *Marnay Sales Div., Rockaway Metal Products Corp.*, 1270 *Broadway, New York* 1. **(B-5)**

▼ Floor machine

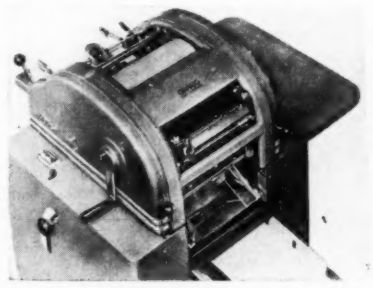
The gasoline-powered, Model 37-G dispenses clean water, scrubs, and then vacuums up the dirty water. Designed to clean 35,000 square feet of floor per hour, the machine is equipped with a 22-gallon solution tank and a 24-gallon



recovery tank. To supplement the squeegee assembly in the rear of the floor cleaner, there is also a hand squeegee to pick up water from hard-to-reach places such as corners and door jambs. *S. C. Lawler Co.*, 124 *N. Aberdeen St., Chicago* 7. **(B-6)**

▼ Printing machine

Built to print directly from photo and typing plates onto paper without the



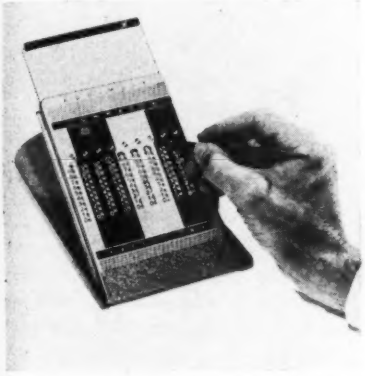
use of rubber blankets, the Ormig Kithoset is fully automatic. Up to 50,000 copies of lithography can be produced directly from photo plates, and up to 20,000 copies from typing plates. *Copy-Craft, Inc.*, 105 *Chambers St., New York.* **(B-7)**

▸ Steel modular units

All steel "Aristocrat Modular" furniture includes desks with end panels, tables, credenzas, tops and file and storage cabinets. Available in two shades of gray, in green and in beige with either linoleum or textolite tops, the units can be assembled in many variations for greatest efficiency. *Remington Rand, Div. of Sperry Rand Corp.*, 315 *Fourth Ave., New York* 10. **(C-1)**

▼ Adding device

The "Addimult Summator" is designed to add or subtract any number of figures up to nine columns, giving the answers in the same manner as a larger machine. Made of metal in two colors, it can be collapsed to fit in a coat pocket. *R/B Crafters*, 1642 *Fairmount Ave., Philadelphia* 30. **(C-2)**



▼ Portable typewriter

The DeJur-Triumph Kwik-Riter portable offers the following features: two-tone ripple finish; double frame construction; 44-key, 88-character keyboard; paper diverter; erasure bar; transparent index card holders; magnesium alloy carrying case; two-color ribbon and stencil cut-out; and automatic and manual ribbon reverse. *DeJur-Amsco Corp.*, 45-01 *Northern Blvd., Long Island City, N. Y.* **(C-3)**

▼ Dating device

The Faymus 29-Year Dater comes complete with ink refill and 29-year guarantee. It has a one piece metal frame with a plastic handle, and is finished in green baked enamel. Characters, which are engraved on brass bands, are designed to give legible impressions throughout the life of the dater, and a built-in ink pad automatically re-inks it for the next impression. *Faymus Div., Bankers & Merchants, Inc.*, 3229 *Sheffield Ave., Chicago* 13. **(C-4)**

▼ Storage and file cabinet

Desk-high Model 3210 is 30½ in. wide and 17 in. deep. The two box drawers are suitable for 3 x 5 or 4 x 6 in. cards,

and the sliding doors covering the adjustable shelves are protected by safety locks with key. The cabinet, available in three colors, is priced at $78.00. *Cole Steel Equipment Co. Inc.*, 415 *Madison Ave., New York.* **(C-5)**

▼ Wood desk

Model 1303 is 72 in. wide, 30 in. deep, and 29½ in. high. The 12 in. high pedestals rest on round adjustable chrome glides. A file drawer and 3 and 6 in. storage drawers are constructed on either side. *John Stuart Inc., Fourth Ave. at 32nd St., New York* 16. **(C-6)**

For further information, use Readers' Inquiry Coupon on page 88.

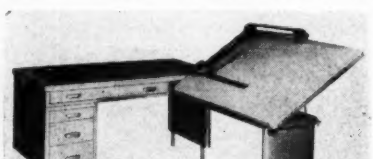
▼ Posture chair

Constructed on a light tubular frame, this chair has a spring steel back post, and cushioning of wood cellulose fiber. The adjustable seat locks into posi-

tion between 17 and 20 in. high. Elastic Naugahyde upholstery is available in 12 decorator colors, and the baked enamel frame in three shades. *Stylex Seating Co., 911 Walnut St., Phila., Pa.* **(D-1)**

▼ Work center

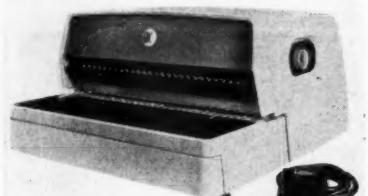
New desk and drawing board combination is an all-steel, L-shaped unit with a total of over 27 square feet of surface divided between desk and



board. It is designed so that the user can switch intermittently to other business at the desk part of the combination, and then return to his original work again, all in one area. *Standard Pressed Steel Co., Jenkintown, Pa.* **(D-2)**

▼ Punching machine

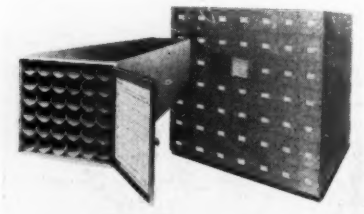
"The General," an electronic highspeed punching machine, is designed to



punch paper for plastic or metal loose-leaf binding. It occupies less than 2½ feet of space and can be operated on desk or table top. Intended to have silent power and ease of operation, the machine has a pilot light that signals to the operator when ready for production. It is controlled by a foot pedal which is connected to the machine by a heavy cable. *General Binding Corp., Northbrook, Ill.* **(D-3)**

▼ Rolled paper file

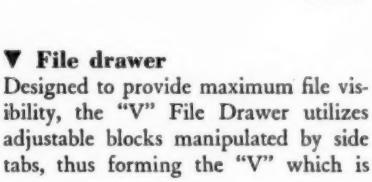
Blueprints, charts, drawings, maps, and tracings can be filed in the Staktube Roll File, a unit of a heavy gauge steel casing which holds 36 2¼" file tubes.



The units may be stood on end or, if placed horizontally, they interlock and may be stacked to any height. Lengths of 30", 36", 42", and 60" are available, each with a complete index record of contents on the inside of the door, and a 3½" x 1¾" label holder on the outside. *Stacor Equipment Co., 295 Emmet St., Newark 5, N. J.* **(D-4)**

▼ File drawer

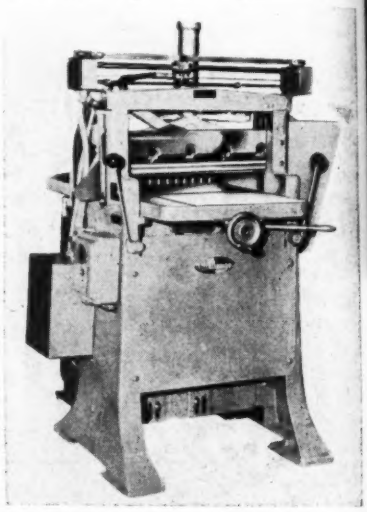
Designed to provide maximum file visibility, the "V" File Drawer utilizes adjustable blocks manipulated by side tabs, thus forming the "V" which is



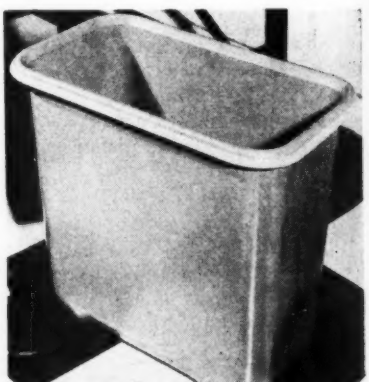
intended to put filed material readily at hand and in easy view. The "V" is retained when the drawer is closed and reopened, and adjustments can be made to any desired spacing by raising the blocks to vertical positions and sliding them along the special track in the drawer bottom. *Steelcase, Inc., Grand Rapids, Mich.* **(D-5)**

▼ Paper cutter

The Power Paper Cutter with automatic spacing back gage is made to accomplish semi-automatic cutting of printed sheets on which jobs are printed "several up." It is specifically de-



signed for use in connection with check imprinting systems for banks where the checks are imprinted in sheets and then cut apart for individual depositors. Operating from tape which is prepunched to the desired spacing, the spacer automatically moves the paper forward to the next cutting position after the operator cuts the paper in the usual manner. *The Challenge Machinery Co., Grand Haven, Mich.* **(D-6)**

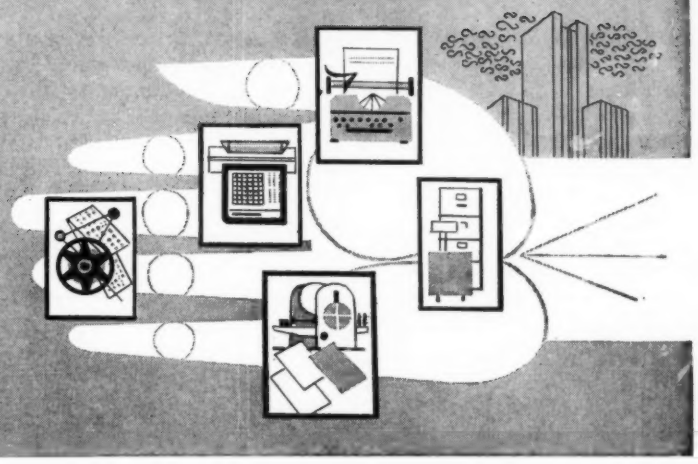


▲ Waste basket

Designed for use in executive, professional and industrial offices, this lightweight receptacle is molded of glass fiber reinforced polyester. A vinyl trim strip on the top rolled edge helps to prevent scuffing and smudging. The basket is available in four colors. *Globe-Wernicke Co., Carthage Ave., Cincinnati 12, Ohio.* **(D-7)**

A Monthly Feature

Tools of the Office



Books of interest to office administrators

By Irene Lipschitz

THIS MONTH marks the beginning of a new addition to the "Tools of the Office" series. It is new—and old. The survey of books of general interest to the office administrator is a recent addition to these particular pages of *Office Management,* yet books, of course, are an old stand-by in their importance to the work of the office executive.

The office executive is a unique specimen in the hierarchy of the business world. His duties are undefined and varied. His responsibilities are practically unlimited. He must be a jack-of-all trades, and a specialist in everything. No other worker in an office is required to have the range of knowledge of the ideal office administrator.

Wide range of knowledge required

Everything from world events to the best buy in paper clips fall within his province. The office executive must be aware of all factors affecting any decision he must make. Current events, politics, business trends, the stock markets—are spheres which he must watch. Equally important is the information he must have on such diversified and often complex topics as automation in the office, systems design and developments, the latest equipment on the market, and office layout furnishings.

Our ideally successful office executive must also be an ideally successful human being, who can handle the personnel practices and problems with which he comes into contact every day.

Where is the office administrator to get the information he needs to do the job expected of him?

Information is available in many forms through the various media of communication. Newspapers, magazines (both business and general), the telephone, word of mouth, television, press and publicity releases, business shows, conventions, conferences and *books* form the vast bulk of his information sources.

Books have unique advantages

Books have a unique advantage over other sources of information. Their compactness and size allow for information to be placed in great quantities in one convenient location which may be referred to time and time again, and carried from one site to another.

A lecture delivered from a platform, radio or television may present vital facts but it is not permanent. It cannot be referred to at some later date. Papers and reports may be read, but until they are filed in book form with other reports on the same subject they cannot constitute a complete and authoritative source of information.

But books do not have these disadvantages. All pertinent information is placed between two covers. A table of contents quickly leads the reader to the information he wants. And since books may be made as detailed as the author wishes, essential background material, examples and development can help the reader gain a comprehensive understanding of the materials included. He can check some details in it in the morning at his desk, read further on while commuting home in the evening and return to the office the next day with the book ready once again for handy reference.

There is a multitude of books on the market that are written specifically for people concerned with industry, business and economics. The number of manuscripts received each year, in terms of the time and effort it takes to create them, is staggering.

The editors of *Office Management* recognize that its readers have a wide range of interests, but the limitations of time and space have made it necessary to confine the books reviewed in this article to those which fall into what are perhaps the areas of prime concern to the majority of office administrators today. These areas are automation in the office, personnel problems and practices, and systems design and development.

Even with this limitation, the editors felt it necessary to choose those books within each category which, because of their recent publication or because of their value as standard texts on subjects, would seem to be of greatest value to the office administrator.

Responsibilities will increase

A cursory survey of management's problems as presented in most of the books which are reviewed would seem to indicate that the office administrators' responsibilities will increase rather than diminish in light of the new trends and applications of systems design and personnel practices that are appearing in today's offices.

For example, Richard G. Canning, a well known authority on electronic data processing, declares in his book, *Installing Electronic Data Processing Systems,* "Generally top management has looked upon electronic data processing as a mysterious new subject and has no interest in learning any of the details of the subject. Rather, top management has usually been satisfied with learning the 'general concept' of the subject and then has turned the problems of planning and installation over to specialists.

". . . But we are coming to realize that the impact of EDP on organization is so broad and deep that top management *must* be vitally concerned with the problems involved . . . The success of EDP installations really depends on all levels of management coming to grips with the problems."

Technical knowledge essential

Taking a different approach to the subject but coming to the same conclusion, Frank M. Knox says in his book, *Integrated Cost Control in the Office*:

". . . The first requirement of management in thinking about automation is to realize that electronics represent only another stage in the steady progression of office development. It will not replace all office workers any more than did punched-card accounting, but it will supplement the present facilities and equipment and it will permit the doing of things never before possible.

"The basic truth which must be realized by all who approach automation is that he will profit most by it who does the soundest job of preparing for it. He will get the fullest advantage of it who most thoroughly analyzes his problems and best fits the new methods to his specific requirements."

Effects of mechanization

Both opinions are endorsed once again by Esther R. Becker and Eugene F. Murphy who aver in their book, *The Office in Transition,* "The net effect of the impact of mechanization is

Libraries are often very helpful adjuncts to the work-flow of an office by supplying information on a wide range of topics as this one does for the Reynolds Metals Co., Richmond, Va.

to make all company departments more dependent on the office, since installation of data processing facilities tends to draw back to the central office many of the subsidiary clerical functions that have grown up in scattered departments . . . Under mechanization the central office becomes the headquarters and clearing house for all company activities. The office manager is the custodian of all vital current information that influences the future success of the company."

This centralization means that "The manager in the mechanized office will need the same qualities for success as before. But some new factors are added:

"1. The office manager will have a broader area of activity.

"2. The introduction of new systems will change the relationship between the office manager, the systems and staff people and supervisors of various office functions.

"3. The 'keywords' of the future will be control, cooperation, coordination and communication."

Greater challenges to come

Even when greater centralization is not foreseen with the increasing use of data processing equipment, there is still the stress of greater management responsibility and challenges, according to today's authors.

Charles E. Redfield in *Communication in Management* says, "Other observers believe that the centralization of data processing will not be so far-reaching in its effect. The degree to which smaller data-processing equipment is introduced will no doubt affect the total picture. The final choice between centralization and decentralization remains a matter of policy, not a problem for a computer."

But the problem of policy is precisely a problem of management.

In the fields of office systems and controls, the policy designs and the decisions of management still will be most important. Referring again to Mr. Knox's book on integration of cost control in the office we find, "Responsibility for office cost control is company wide." Top management has the responsibility to make the decision to provide such a program and create the framework and atmosphere which will make it work. Top management must also provide the personnel. But management on all the other levels equally share the responsibility for the success of the program by seeing that it is carried out as it should be.

The providing of personnel for an organization's program is an important challenge for management. Some feel that emphasis on personnel, not systems, is the keynote of success for a firm.

In a book called *The Evaluation Interview* by Richard A. Fear, the introduction states, "Many people now realize . . . that the men and women who operate the machines, conceive the new idea, and make the critical over-all decisions represent any company's most valuable asset. Indeed, it is the quality and competence of these men and women that will largely determine a given organization's competitive position in the years ahead."

Expressing this line of thinking are a great number of studies on the dynamics of human relations among workers, designed to aid management, and as a result, industry, to benefit from these relationships. One of these studies, *Behavior of Industrial Work Groups,* by Leonard R. Sayles, suggests that not only must management understand the group concept of workers, but that it must understand the highly significant differences among the many informal workers groups in order to make the best use of them.

Management's role emphasized

If there is one underlying theme in the books currently on the market, then perhaps, it is this. Management, on all levels, has great responsibility. In order to carry out responsibilities, regardless of the direction in which they lie, the office administrator must be aware of the basic elements involved in any decision making process. These basic elements interrelate all of his functions. Finally, the office executive must not only be able to communicate effectively to see that his decisions are carried out, he must also be a receiver of communication to get the vast amount of information he requires. To paraphrase an earlier quote, he will profit most who does the soundest job of preparation.

The following reviews are by no means presented as a complete list. We are well aware that many volumes which could be placed in our limiting classifications are omitted. But the list is intended to give the office executive some indication of the books that are available which may help him prepare for his work and give him greater insight into the challenging problems that he faces each day.

Readers wishing further information from publishers of books listed in the Tools of the Office section may use the Readers' Inquiry Coupon on page 88.

Tools of the Office

Book Reviews

Office Automation

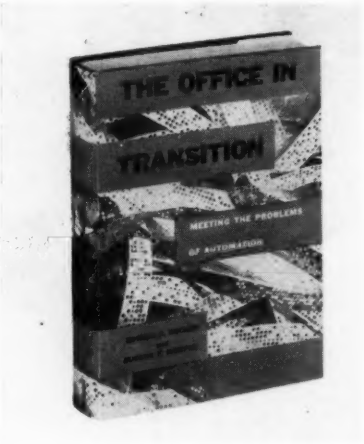
PROCEEDINGS: AUTOMATIC DATA PROCESSING CONFERENCE, SEPTEMBER 8 AND 9, 1955, edited by Robert N. Anthony. Div. of Research, Harvard Business School, Soldiers Field, Boston 63. $3.50.

The conference reported in this book is one of the many attempts being made throughout the country to provide a basis of communication between technical people and businessmen. This is especially important because of the recent recognition that the scientific methods and certain mathematical techniques were of practical value in the solution of management problems and by the development of new and extremely powerful tools for processing numerical information in such areas as accounting control.

AUTOMATION AND MANAGEMENT, by James R. Bright. Div. of Research, Harvard Business School, Soldiers Field, Boston 63. $10.

Mr. Bright begins his book with a discussion of the evolutionary nature of production techniques and a comparison of automation in two high-volume industries. He sets forth a concept of mechanization profiles which highlight the level, span and penetration of automatic manufacturing across a total manufacturing sequence. From this point, the author explores managerial experiences in the evolution of the automation programs of thirteen firms and discusses the important considerations that emerge in designing and procuring the automatic system, putting it into working order and achieving design capabilities. Problems which arise for management out of the operating characteristics of

the highly automatic plant are also reviewed. The book ends with a deep exploration of 4 important aspects of automatic manufacturing—maintenance, labor, sales, and management itself.



THE OFFICE IN TRANSITION, by Esther R. Becker and Eugene F. Murphy. 190 pages. Harper & Bros., 49 E. 33 St., New York 16. $3.50.

The subtitle of this book, "Meeting the Problems of Automation," indicates the purposes of the book which discusses the problems that can arise in the course of introducing automation techniques into the modern office. The volume explores in detail the meaning of office automation, the punched card, the computer, integrated data processing, procedure analysis and standardizing work methods, the "job" description for the computer, controlling accuracy in the automatic office, designing and controlling forms, preparing people for mechanization, human relations, and the future of white-collar unionization.

SUCCESSFUL OFFICE AUTOMATION, by Ralph W. Fairbanks. 384 pages. Prentice-Hall, Inc., Englewood Cliffs, N. J. $10.00.

This book is intended to be a practical guidebook on office automation for the executive responsible for a company's over-all functioning. It points out the causes of bottlenecks in office operations and shows how these bottlenecks can be eliminated by system revision in the office. The book describes in detail the steps by which a system is created, illustrates how a good system will give an office the degree of automation appropriate to its size and work load, tells how both the cost and benefits of system revision can be estimated in advance and tells the steps that must be taken to guard against work breakdowns while a new system is being installed. The book also includes information on the role management should play, the effects of automation on personnel and contains four case histories of companies which have successfully achieved automation of their clerical procedures.

ADMINISTERING A CONVERSION TO ELECTRONIC ACCOUNTING: A CASE STUDY OF A LARGE OFFICE, by Harold Farlow Craig. Div. of Research, Harvard Business School, Soldiers Field, Boston 63. $2.50.

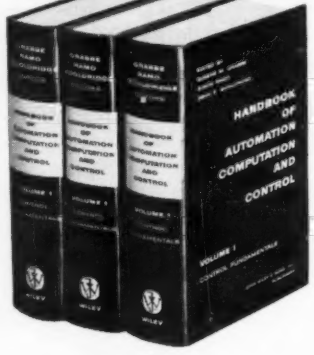
This study reports the particular administrative problems (as distinct from the technical) of introducing electronic office equipment into an office that had traditionally handled its work primarily with manual methods. At a higher level it is a study of the administrative process of introducing a major technological change while maintaining some continuity within an established work group. The report contains many guides toward resolving the new problems to be faced in changing office techniques and the old problems of making necessary technical changes compatible with the traditions and routines required to secure cooperative activity.

COMPANY INVESTIGATIONS OF AUTOMATIC DATA PROCESSING, by Peter B. Laubach. Div. of Research, Harvard Business School, Soldiers Field, Boston 63. $3.

This book reports the results of one of a series of studies conducted as part of the data-processing research project of Harvard Business School. It is concerned with data-processing systems used by business organizations, with the management use of information flowing out of these systems, and with automatic equipment developed for use in these systems. The report is limited to a discussion of the approaches taken by various companies in investigating their data-processing needs to determine what, if any, automatic equipment should be acquired, so that companies who have not yet undertaken a formal investigation will benefit from the experience of these pioneering firms.

ELECTRONIC COMPUTERS AND MANAGEMENT CONTROL, by George Kozmetsky and Paul Kircher. 296 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $5.

Covering topics ranging from what is an electronic computer studies and applications of electronic systems, to management and the scientific approach, this volume is a practical guide to the use of computers in business. It shows how they operate, ways in which they may be used, and when and how business executives should plan to use them. The book also contains information on how to determine the data processing system and electronic equipment best suited to provide planning and control information, including original and operating costs. Included too is information on how to build a company group of experts to carry out studies, and how to evaluate their activities.



HANDBOOK OF AUTOMATION COMPUTATION AND CONTROL, VOLUME I, edited by Eugene M. Grabbe, Simon Ramo, and Dean E. Wooldridge. 1,020 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $17.

This is the first volume of a three-volume series designed to compile the latest information in the associated control fields. The book is written and edited with system engineering in

mind and uses material of direct use to all levels of technical personnel including management. The major objective is to provide practical data for research, development, and design in the fields of feedback control, computers, data processing, control components and control systems. For management, the handbook covers data processing and available techniques for applying mathematical models and computers to problems of management decisions. Volume I, called *Control Fundamentals,* covers aspects of mathematics as applied to control, includes a compilation of numerical analysis for digital computers, presents self-constrained treatment of feedback control theory and of operations research and gives essential material on information theory and data transmission. Volumes II and III, covering computers and data processing, respectively, will be available in 1959.

A MANAGEMENT GUIDE TO ELECTRONIC COMPUTERS, by William D. Bell. 391 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $6.50.

This volume includes case history material on practical applications of computers of small and large sizes and the results they have achieved in typical firms. Much factual information is given on what electronic computing systems are, and their performance and use to assist management men to understand not only the physical nature of such systems but the importance of such systems to their own operations. Some of the chapters are: A Look at the Future, Management Questions and Answers, and Programming or Speaking the Language of the Computer.

INSTALLING ELECTRONIC DATA PROCESSING SYSTEMS, by Richard G. Canning. 193 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $6.00.

This text covers the financial aspects of installing electronic data processing systems, and deals with such significant problems as fitting EDP into an organization, selecting and training EDP personnel, programming, physical installation of the system and the early phases of operations. An outline for controlling EDP costs based on actual case histories is included. The book may be considered a further development of Mr. Canning's *Electronic Data Processing for Business and Industry,* which deals with planning for the use of EDP.

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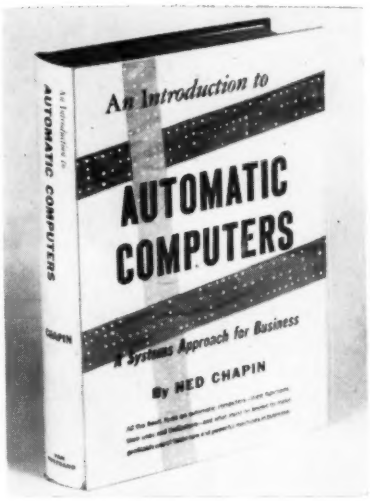


AN INTRODUCTION TO AUTOMATIC COMPUTERS, by Ned Chapin. 544 pages. D. Van Nostrand Co., Inc., 120 Alexander St., Princeton, N. J. $8.75.

This revised and enlarged edition, designed for the business executive who wants knowledge of the profitable use of computers, presents all the basic facts on computer uses, functions and limitations. Specifically, it answers such questions as: What is an automatic computer? What can it do? How does it function? How is it programmed and operated? How are computer applications prepared? How can the need for a computer be pinpointed? How can use of a computer be justified? Illustrations, a glossary of technical terms, and examples of major techniques add to the reader's understanding of the material covered.

GLOSSARY OF AUTOMATION TERMS, prepared by the NOMA Automation Committee, headed by William J. Jacquette, Ernst & Ernst, under the direction of Charles E. Ginder, staff director of NOMA Technical Div. 38 pages. National Office Management Association, 1931 Old York Rd., Willow Grove, Pa. $2.

This volume defines 500 words and phrases which apply to automatic data processing and is designed to serve as a practical guide and reference work for executives and others interested in automatic data processing. Many detailed examples and explanations are included in the definitions and the scope of the Glossary is limited to terms applying to operations of automatic data processing machines.

Tools of the Office

Systems Design— and development

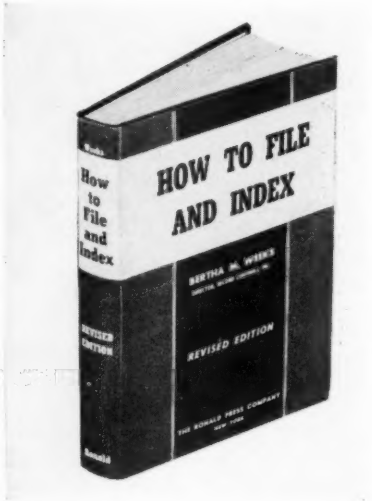
MEN, MACHINES, AND METHODS IN THE MODERN OFFICE, Management Report #6, American Management Association, Inc., 1515 Broadway, New York 36. $3.75.

This report contains information on how to solve the problems created by the growing mechanization of office equipment, systems and procedures. Specialists in office management explain how to make the most effective use of men and machines in the office: by automating source data, by developing a successful company communications system, and by other methods. Also, material is included showing how to help management and employees accept office innovations, and how to make office quality control work efficiently. A detailed description of Standard Vacuum Oil Co.'s newly designed functional office in White Plains, N. Y., is also contained in the publication.

OFFICE MANAGEMENT, by Charles B. Hicks and Irene Place. 548 pages. Allyn & Bacon Inc. 150 Tremont St., Boston 11. $9.35.

This book presents fundamental principles and successful practice of office management that stress the management aspects of the office problem rather than technical and clerical information. Modern concepts of planning, organizing, controlling and work simplification are developed and applied to the problems the office man-

ager meets in the course of his duties. Such specific office service units as correspondence, communication services, records, organization and management mechanization, duplicating services and computing machines are treated in detail. Also, the book provides a thorough coverage of modern office methods analysis preparatory to electronic data processing. Throughout the book the importance of centralized control is emphasized.



HOW TO FILE AND INDEX, by Bertha M. Weeks. 306 pages. The Ronald Press Co., 15 E. 26 St., New York 10. $4.50.

In line with today's practices, this popular guide gives full details on handling every kind of filing problem in modern business, such as setting up a smooth-running filing system and improving and streamlining present methods used by a firm. Numerous illustrations and examples are included to assist the reader in visualizing up-to-date filing methods that offer greater accuracy and speed with increased space economy.

OFFICE MANAGEMENT HANDBOOK, by Harry L. Wylie. 890 pages. The Ronald Press Co., 15 E. 26 St., New York 10. $12.

This second edition of the volume, sponsored by the National Office Management Association, draws on the findings of thirty-three specialists in work simplification, job evaluation, communications, mechanization, and seventeen related fields to codify the sum experience of American business in improving office efficiency. Some of the many topics covered in the book are improved credit controls, high speed sales analysis, new forms simplification methods, simplified payroll procedures, company-wide correspondence improvement program, control and handling of peak clerical loads, and job evaluation plans. The book also discusses 13 steps for planning and administering a beneficial and practical employee rating plant, instant visual guide to copying processes, complete personnel programs and an 8-point program for reducing clerical costs through proper design of forms and records. A 40-page index, 250 illustrations and tables, and a section-by-section contents increases the efficiency of this book for office executives.

COMMUNICATION IN MANAGEMENT, by Charles E. Redfield. 314 pages. The University of Chicago Press, 5750 Ellis Ave., Chicago 37. $5.

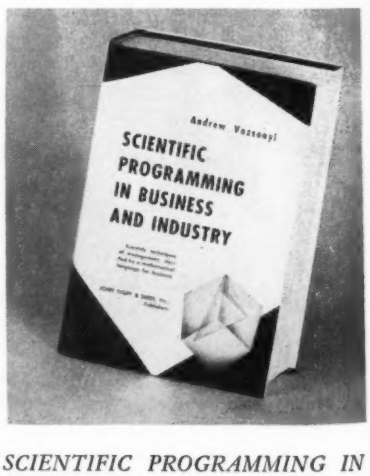
Two new chapters—one on employee publications, and another on communication and control, have been added to this revised, up-to-date version of the edition published in 1953. Mr. Redfield explains the fundamentals of communication, the basic difficulties involved, and the techniques which have been usefully employed. His book "is concerned with those segments of social communication within a formal organization that are institutionally determined by that organization." In dealing with internal communication, the author strives to provide the executive with answers to his daily communicating problems: giving orders, gathering information, transmitting information to employees, interviewing, conferring, and stating and disseminating policy and procedure.

DEVELOPING EXECUTIVE SKILLS: NEW PATTERNS FOR MANAGEMENT GROWTH, edited by Harwood F. Merrill and Elizabeth Marting. 432 pages. American Management Association, Inc., 1515 Broadway, New York 36. $9.

This comprehensive book covers essential and current information about principles, tools and techniques of management development and describes a systematic method for getting the most out of your manpower resources. The first part of the volume shows how to organize, carry through and evaluate a management development program; how to deal with the special problems involved in management development; how to appraise personnel fairly and realistically; and how to select development techniques tailored to your special requirements. Specific development methods described in detail include coaching, job rotation, the problem-solving conference, multiple management and role-playing. The second section of the book contains fourteen completely new case studies in management development, concluding remarks, an index and supplementary reading in management development.

ORGANIZING FOR EFFECTIVE SYSTEMS PLANNING AND CONTROL, edited by Elizabeth Marting and Arnold Dolin. American Management Association, Inc., 1515 Broadway, New York 36. $4.50.

The association's special report #12 is concerned with how to coordinate the systems department with all management activities for improved efficiency and increased profit. Executives of firms describe their system departments' overall approach to planning and control, resulting in integrated operations on all levels, and also trace the development of systems planning in specific companies.



SCIENTIFIC PROGRAMMING IN BUSINESS AND INDUSTRY, by Andrew Vazsonyi. 474 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $13.50

To answer the question of how can the new scientific methods serve as

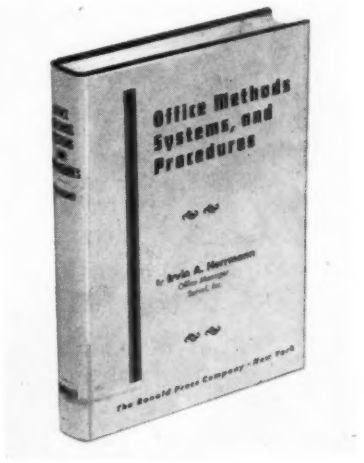
tools in business management, this book explains mathematics in businessmen's language. It treats the fundamentals of scientific programming and illustrates how it can solve practical problems such as those associated with production, allocation and servicing. Some of the problems specifically discussed are determining the amount of sales effort to be put forth in given markets, allocation of a firm's resources for maximum profit, and scheduling of machines for maximum efficiency.

MOTIVATION RESEARCH AND MARKETING MANAGEMENT, by Joseph W. Newman. Div. of Research, Harvard Business School, Soldiers Field, Boston 63. $7.50.

This book is on the newer and expanding uses of behavioral sciences in marketing—a development known as motivation research. It discusses what motivation research means in terms of specific examples as well as for marketing knowledge and administration. Based on a two-year study of research and the problems related to its use, it is written principally for the business executive. Focusing on ways of thinking, it explores why our understanding of buying and consumption is so limited and outlines a process for accelerated and continued progress.

MANAGEMENT ACCOUNTING FOR PROFIT CONTROL, by I. Wayne Keller. 435 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36,. $7.

This volume presents coordinated cost accounting and budgetary planning and control procedures which management accountants use to guide management, from foreman to president, in their decision making. The book stresses the relationship of the effects of income, cost and capital on the profit of an enterprise. It presents techniques for planning and controlling these three determinants of satisfactory profits, for reporting actuals in comparison with plans, and for analyzing and interpreting deviations from the plans. Some of the topics covered in the book are organization for management accounting, measurement and control of profit, reporting to top management and make or buy and lease decisions.



OFFICE METHODS, SYSTEMS AND PROCEDURES, by Irvin A. Herrmann. 539 pages. The Ronald Press Co., 15 E. 26 St., New York 10. $8.50.

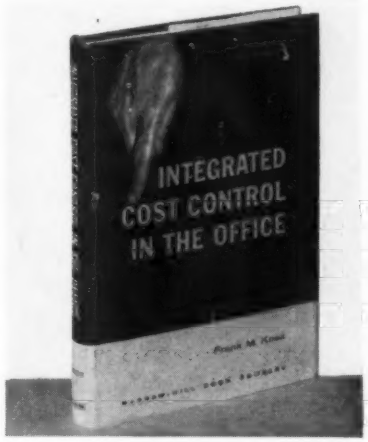
A reference for the office manager, systems analyst, controller, forms or equipment specialist, this publication supplies a program for systematic scrutiny of office operations, from a single minor function to a complex series of functions. Containing over 300 illustrations, charts, diagrams and forms of almost every description developed by leading firms and business systems consultants, the book covers such topics as office methods work, office inventory survey techniques, system and procedure design, forms control program, operation analysis techniques, and process analysis charts as well as such elementary topics as paper and cardstock, standard sizes of forms and files form design, tags and tickets, and coupon methods.

PRINCIPLES OF MANAGEMENT, by H. D. Koontz and C. J. O'Donnell. 664 *pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York* 36. $6.50.

Covering the 5 functions of managers—organizing, staffing, directing, planning and controlling, this book emphasizes the activities in which every manager at any organizational level in any type of firm engages. The aim of the book is to provide a conceptual framework within which the principles and techniques of management can be analyzed and explained, and systematically to encompass within this framework a statement of the theory of management. After laying down a basis of management, the book explores in detail the 5 main functions of management.

SUCCESSFUL LEADERSHIP IN BUSINESS, by Charles A. Cerami. 224 *pages. Prentice-Hall, Inc., Englewood Cliffs, N. J.* $4.95.

Designed to help the executive increase his ability to direct others, the book covers such topics as how to get your ideas across, how to give orders that generate a desire to do the job well, how to eliminate disciplinary problems, absenteeism, and rapid turnover of personnel, how to see through problems quickly and clearly, how to stimulate imagination and develop ideas, and how to win cooperation and respect. The book also contains a four-point program to analyze problems, checklists to help spot ways to divert time away from unnecessary details to more important work, and 4 rules that add more hours to each working day.



INTEGRATED COST CONTROL IN THE OFFICE, by Frank M. Knox. 304 *pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York* 36. $7.50.

Another edition in the publisher's

Readers wishing further information from publishers of books listed in the Tools of the Office section may use the Readers' Inquiry Coupon on page 88.

Books provide executives with information in compact form

National Office Management Association series, this book details practical techniques for reducing and controlling office costs, with particular emphasis placed on organization of a systematic program to integrate the individual efforts of the entire office staff. Such factors as control over forms, methods and procedures, clerical work measurement, work simplification and automation in the office, record controls, *et al.*, are covered. Methods presented in the book, according to the publishers, are not theoretical since each has been tested and proved in actual use in business organizations of varying sizes and types.

THE EFFICIENT EXECUTIVE, by Auren Uris. 320 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $4.95.

Mr. Uris' work is written as a handbook for the executive who wishes to increase his effectiveness and value to his company in all aspects of his job. The author imparts to the reader executive-management techniques by charting practical methods for improving efficiency in such vital areas as human relations, communications, delegating paper work, interviews, planning, developing ideas, working under pressure and getting the most out of subordinates. Mr. Uris is a member of the staff of the Research Institute of America.

ACCOUNTANTS' HANDBOOK, by Rufus Wixon and Walter G. Kell. 1,616 pages. The Ronald Press Co. 15 E. 26 St., New York 10. $15.

The fourth edition of this volume is designed to be of help for everyone who uses accounting information or helps prepare it. The book's scope encompasses established rules and proved procedures for the setting up of accounts, the planning and execution of an audit and the interpretation of financial statements. Guidance on such matters as the effects of union contracts on payroll procedures, a sample form for overhead expense distribution, or an authoritative definition of salvage for depreciation accounting is found under the wide range of contents. Four hundred illustrations add to the helpfulness of the volume.

STREAMLINING BUSINESS PROCEDURES, by Richard F. Neuschel. 324 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $6.50.

Developing a top-management approach to the analysis and improvement of business procedures, this book points out how application of organized and intelligent research in this area offers an almost unparalleled opportunity to increase the effectiveness of the modern business organization. The volume is divided into two sections. One called Procedures Research as a Tool of Top Management covers such topics as the role of procedures in business management, the top-management approach to procedures analysis and making the procedures program pay off. The other section, titled Procedures Analysis and Improvement Techniques, covers initiating a procedures project, analyzing the facts and developing recommendations, installing the approved procedure and illustrative standard practice instructions.

PRACTICAL OFFICE TIME SAVERS, VOLUME II, National Office Management Association. 305 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $5.

This book is the second in a series that was compiled from ideas submitted by members of the National Office Management Association. The

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ideas are for short cuts in office operations that make them simpler, less time consuming and less expensive. Ideas are presented on the special and routine operations that go on in every office and cover such topics as accounting, billing, communications, filing, forms, purchasing, tabulating, mail and payroll. For each idea, the book tells concisely how the operation was performed previously and how it was improved. In many cases, the book shows what the results were in time and money saved. Ninety-six illustrations amplify the text.

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Frank M. Knox Company, Inc.
Management Consultants

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ACCOUNTING REPORTS FOR MANAGEMENT, by Ronello B. Lewis. 198 *pages. Prentice-Hall, Inc., Englewood Cliffs, N. J.* $15.

This book takes as its central theme the proposition that an effective reporting system is one in which the pertinent facts are communicated promptly to management, relating to and covering all significant results for each assigned responsibility, for each existing authority, for each center of operation, and for each center of control. Including basic techniques to improve reporting systems for a business of any size or nature, it covers such topics as 20 ways to improve eye appeal, 10 ways to provide better control, the management report, cash control, reporting expenses, reporting research expenditures, capital expenditures and the monthly letter to the president. Each of these items is designed to help make reports command instant attention, compel full reading and present the facts in a simple and clear fashion.

Personnel Problems and Practices

PROBLEMS AND PRACTICES IN INDUSTRIAL RELATIONS, edited by Albert Newgarden. American Management Association, Inc., 1515 *Broadway, New York* 36. $3.75

New approaches to specific problem areas in industrial relations are discussed in this Management Report #16. Included among the topics are human relations, wage and salary administration, labor-management questions and college recruiting. Reports on three companies review their supervisory development, their salary administration and employee relations.

RECRUITING AND SELECTING OFFICE EMPLOYEES, Research Report #27. 175 *pages. American Management Association, Inc.,* 1515 *Broadway, New York* 36. $4.75.

Dealing with a major problem of personnel practices, this report shows how to increase office production and reduce employee turnover by efficient selection of office personnel. Based on the actual experience of 320 companies, both large and small, the publication discusses how to organize a recruitment program, and how to avoid pitfalls in employee selection. Specific selection devices are explained. A valuable group of model forms such as job description forms, interview rating forms, tests, etc., is included.

THE MOTIVATION, PRODUCTIVITY, AND SATISFACTION OF WORKERS: A PREDICTION STUDY, by A. Zaleznik, C. R. Christensen, and F. J. Roethlisberger. Div. of Research, Harvard Business School, Soldiers Field, Boston 63.

This study should be of interest to executives who seek understanding of small group phenomena in which they are involved. A group of 50 workers was involved in this study in which a combined analytical and clinical approach was used. The study was undertaken because the investigators felt that existing theories on matters of organization and organizational change needed significant renovation in light of patterns of human relations that exist in many modern industrial plants. Before any administrator tries to change these patterns, he needs to know more about the cultural, technological, small group, personality and leadership processes that affect and are affected by them. This study was aimed specifically at providing data for a more up-to-date body of theory of organizational and administrative behavior.

THE SCANLON PLAN, by Frederick G. Lesieur. 173 *pages. The Technology Press, Cambridge, Mass., and John Wiley & Sons,* 440 *Fourth Ave., New York* 16. $4.50

The three parts of this volume, which include a section on Joseph Scanlon, the man; another on his plan for labor-management cooperation; and a final part on the evaluation of the plan, are intended to give the reader a new outlook on labor-management relations. Each part contains essays by several different authors, who expound upon the merits of Mr. Scanlon and his plan. Many of these authors are considered to be experts in the field of industrial

(*To page* 53)

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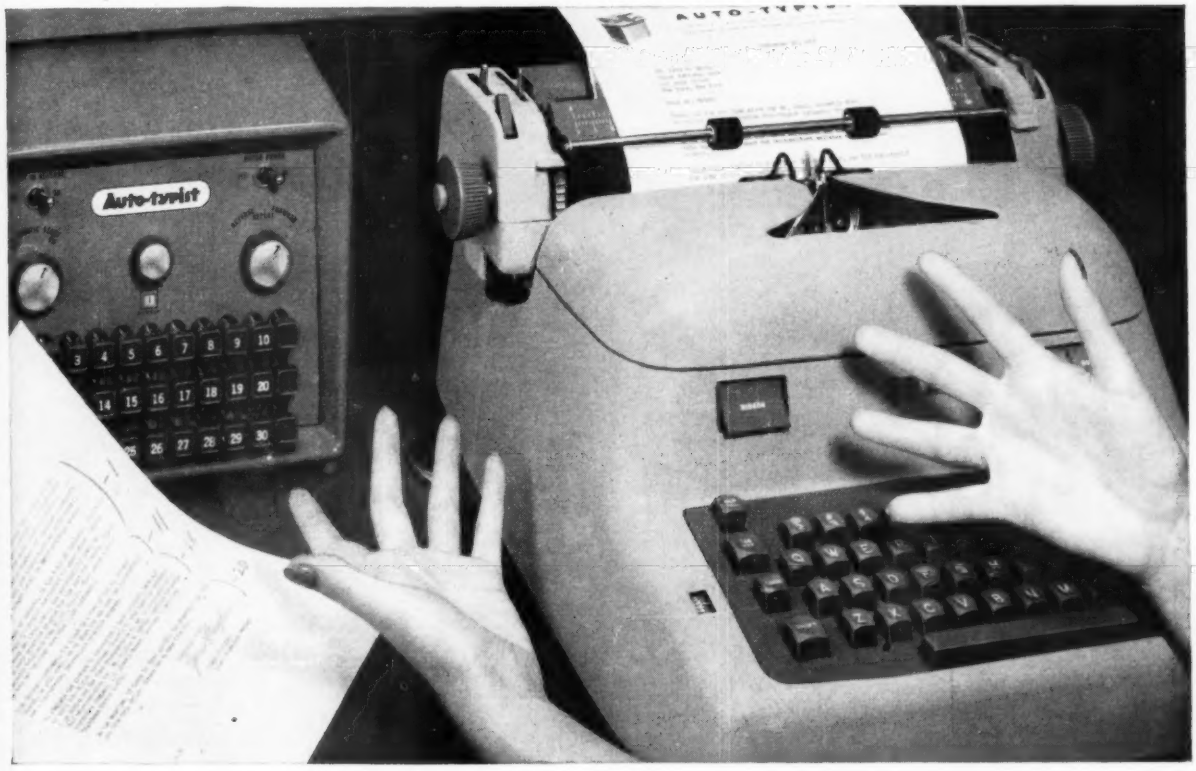

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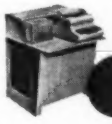

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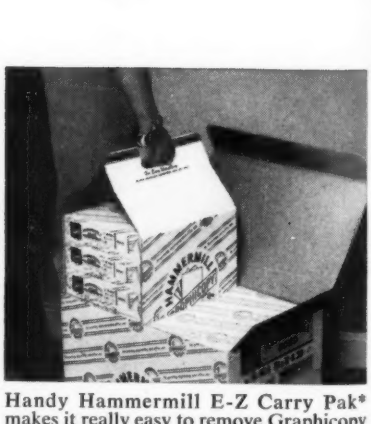

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(Continued)

relations; others have been actively working with the Scanlon Plan. According to Douglas McGregor, the plan "is not a program in the usual sense; it is a way of life—for the management, for the union, and for every individual employee." Mr. Lesieur specifically describes the plan which is essentially a labor-management "teamwork process" involving a system of measurement or the setting up of a norm, together with the actual participation procedure.

HOW TO SUPERVISE PEOPLE, by Alfred M. Cooper. 264 pages. McGraw-Hill Book Co., Inc., 330 W. 42 St., New York 36. $4.95.

This fourth edition of the volume has been revised to take account of the changing conditions under which today's supervisory personnel must direct their subordinates. Designed as a manual for all those employed in a supervisory position, the volume covers all the typical jobs and problems of hiring, discipline, preventing accidents, promoting teamwork, training workers, delegating authority, labor relations, etc. Techniques for handling them are discussed, with examples of typical problems and specific solutions now being used in general practice. Question material that suits the book for conference training is included.

THE APPRAISAL INTERVIEW, by Norman R. F. Maier. 246 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $5.98.

Aimed at the executive so that he can direct his subordinates to greater creativity and efficiency, the book discusses the appraisal interview and emphasizes the modern problem-solving interview. The author believes that this type of interview cuts defensive behavior to a minimum, permitting a freer flow of ideas and the ultimate correct solution of the questions being

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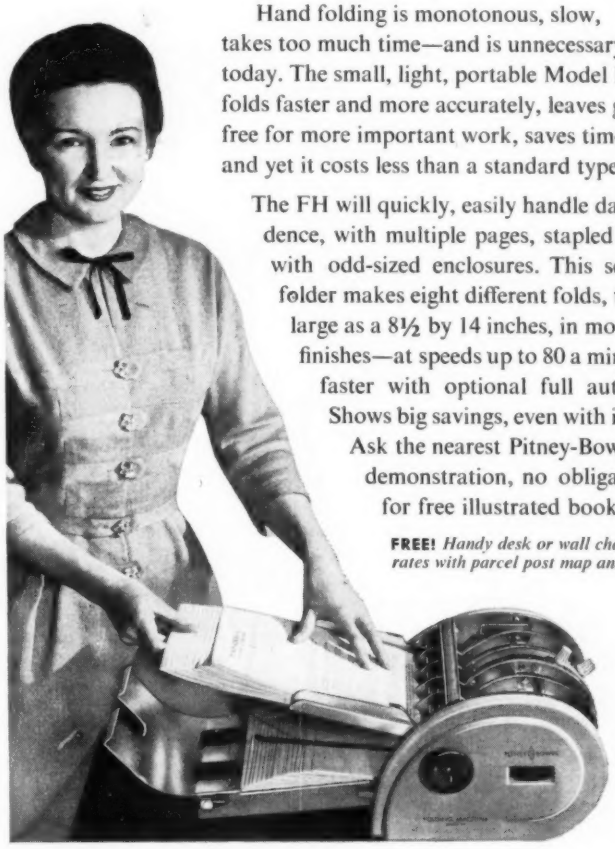

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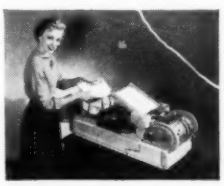

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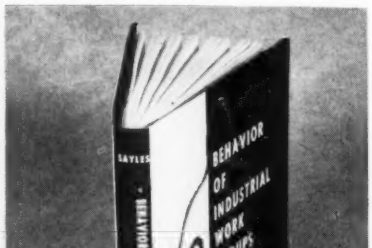
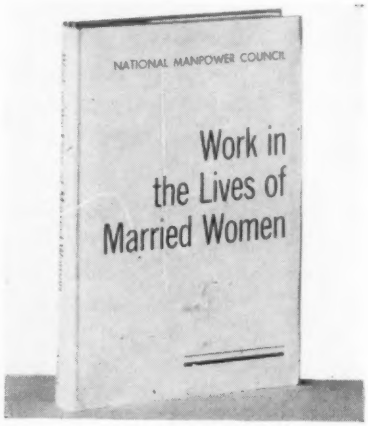
explored, as contrasted to the older "tell and sell" and "tell and listen" types of interview. All 3 types are discussed with definitions advanced for objectives, methods and skills. As guides to the responses evoked by each method, lengthy transcriptions of role-played interviews are supplied accompanied by concise analytical comments. These illustrate how supervisor and subordinate interact in different situations, how the employee can best be informed of his status, and how areas of improvement can be spotted quickly. The author also copes with the means of improving superior-subordinate relations particularly via the medium of delegating responsibility.



BEHAVIOR OF INDUSTRIAL WORK GROUPS: PREDICTION AND CONTROL, by Leonard R. Sayles. 182 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $4.75.

This book provides a method of predicting the behavior of work groups based on their structural characteristics. The author emphasizes the differences that exist between work groups rather than the similarities, and relates these differences to the technology of the plant. He demonstrates how management predetermines its own human relations problems by prescribing the flow of work. The volume is based on a two-year study of 300 work groups in 30 firms and examines the various ways the groups respond to management and union in dealing with their internal problems. The author includes a discussion of the motivation and goals of these groups and the circumstances under which they change their pattern.



WORK IN THE LIVES OF MARRIED WOMEN, National Manpower Council, Proceedings of a Conference on Manpower. 200 pages. Columbia University Press, Columbia University, New York 27. $4.75.

Of great interest to management concerned with personnel problems will be this volume of the proceedings of a conference on Womanpower, held October 20 to 25 at Columbia University. Three out of every 5 of the 22 million women in the labor force are married. The volume deals with a host of significant questions based on these statistics. Some of these questions are: Why do married women work? What happens to the income they earn? Where does the responsibility lie for providing adequate child care facilities? Do older women make good workers? To what extent will the future growth of the nation's labor force depend upon the more effective utilization of womanpower? The book contains the addresses delivered at the conference by the well-known participants, reports of the conference discussion and a summary of the conference findings.

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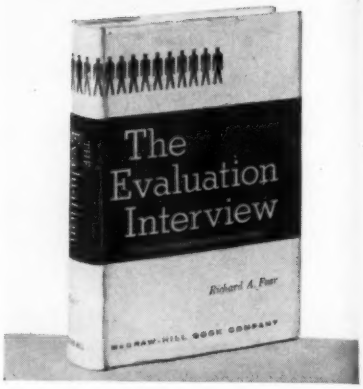
The Yearbook Issue will contain a complete review of the basic types of office equipment.



THE EVALUATION INTERVIEW: PREDICTING JOB PERFORMANCE IN BUSINESS AND INDUSTRY, by Richard A. Fear. 288 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $6.

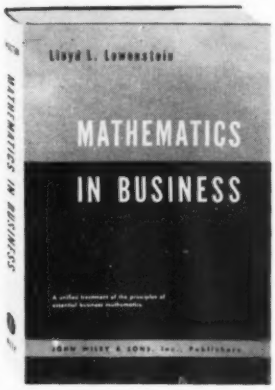
Step-by-step procedures for effective use of the interview as a selection device, from the time an applicant first appears until the report on his qualifications is written, are offered by this book. The author discusses how to become a good interviewer, how to acquire essential information from the applicant, and how to evaluate fully and correctly this information in terms of the job for which the individual is being considered. The book also discusses the place of the patterned interview in employee selection, describes needed basics of human behavior to help the interviewer know what to look for in applicants, and includes useful information on such other selection techniques as aptitude testing.

Miscellaneous

CREATIVE THINKING, by Charles S. Whiting. 168 pages. Reinhold Publishing Corp., 430 Park Ave., New York 22. $3.95.

The author attempts to provide management with advice on the use of creative thinking by taking a fresh look at this controversial subject. The operational techniques, including group discussion methods, and analytical or mechanical techniques that have been found helpful in producing creative ideas, are presented. Each is evaluated with regard to advantages and disadvantages, and descriptions of several company creative programs are given. A great portion of the book is devoted to brainstorming, the discussion method in which all judgment and criticism are eliminated from the idea produc-

tion stage. Mr. Whiting emphasizes that creative thinking is only meant to supplement other orthodox planning methods, such as logic and the scientific method.

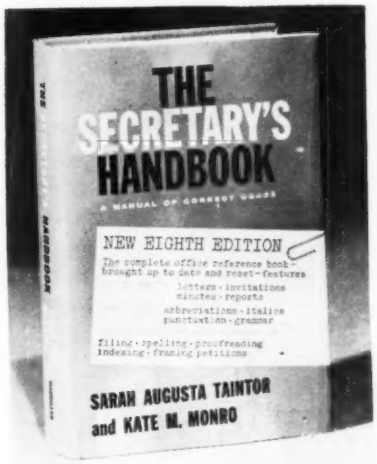


MATHEMATICS IN BUSINESS, by Lloyd L. Lowenstein. 364 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $4.95.

A good review of essential business mathematics will be found in this text written by a professor of mathematics at Arizona State College. The material establishes a foundation for advanced work in the mathematics of finance and in accounting, business statistics, insurance and other business subjects. Divided into 10 major sections and 2 appendices, the book covers business arithmetic, business algebra, percentage computations, profit and loss, simple interest and discount, averages, compound interest, annuities, applications of annuities and depreciation. Logarithms and the binomial theorem are explained in the appendices. Amply supplied with tables and problem exercises (with answers), the text also includes discussions on such topics as assessments and taxes, commission, trade discount, and cash discounts.

TARGETING SALES EFFORTS, by Charles W. Smith. 396 pages. Columbia University Press, Columbia University, New York 27. $15.

This book is designed to help marketers of nationally distributed products target their sales efforts more efficiently by producing a statistical tool for developing information about where people buy. The tool "is a classification of markets which reflects the concept that most products are purchased within a relatively small area, surrounding each major center of population, and that these areas logically fall into a small number of classes having common characteristics." Part One of the book describes the method in detail, explains its use in general and illustrates its application to specific types of marketing problems. Part Two consists of tables which provide a complete listing of cities, counties and trading center areas needed to apply the method.

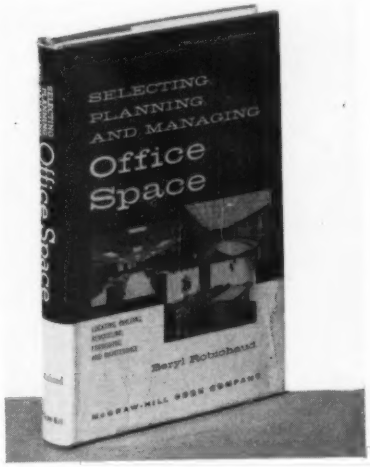


THE SECRETARY'S HANDBOOK, by Sarah A. Taintor and Kate M. Monro. 559 pages. The Macmillan Co., 60 Fifth Ave., New York 11. $4.95.

Although designed primarily to be an indispensable addition to the secretary's desk, this book contains much valuable basic information of the reference type for the executive. Correct punctuation, rules for grammar, spelling, abbreviating and italicizing, rules for alphabetical filing, sources of information, and guidance in report writing, proofreading and letter writing are some of the features to be found.

UNDERSTANDING COLLECTIVE BARGAINING, edited by Elizabeth Marting. 416 pages. American Management Association, Inc., 1515 Broadway, New York 36. $7.50.

In this authoritative and non-technical hand-book on the collective bargaining process, over forty authorities show how to prepare for contract talks, how to check the contract for clarity and precision, how to reevaluate bargaining issues in the light of recent developments, and how to communicate with employees, supervisors, and the community. Some of the chapter headings are Bargaining and the Company's Future, At the Bargaining Table, Special Situations and Problems, New Thinking on Old Issues, Current Areas of Controversy and Explaining Management's Position. An appendix is included which contains actual company materials used in collective bargaining.



SELECTING, PLANNING AND MANAGING OFFICE SPACE, by Beryl Robichaud. 361 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $8.50.

This book was designed to serve as a guide for management by providing ideas and methods to achieve more efficient and economical use of office space. Drawing on the actual experience of many companies, the manual gives practical help on every phase of space management—whether it be finding the best location, deciding whether buying, building or renting will be most economical, or time-and cost-saving cleaning and maintenance methods. The book is directed primarily to top management, operating management and staff specialists, and covers the 4 basic categories of selection of location and building for the office, determining space requirements

Readers wishing further information from publishers of books listed in the Tools of the Office section may use the Readers' Inquiry Coupon on page 88.

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and planning for the office interior, furnishing and decorating the office and management of office space.

YOU AND YOUR JOB, by Walter Lowen. 291 pages. Hawthorn Books, 70 Fifth Ave., New York 11. $4.50.

The author, a well-known employment counsellor, discusses the important subjects which will help employees, including the office executive, to view, analyze and evaluate their jobs. He pinpoints the advantages of getting ahead in one's present job, shows how to gain a fresh perspective on one's work and tells how to look for opportunities to improve and develop one's value to an organization. The book also discusses job change, how to make sure one's job will fit, how to sum up one's prospective employer and his company, and how to look for the advantages a good job should offer.

SALE-LEASEBACKS AND LEASING IN REAL ESTATE AND EQUIPMENT TRANSACTIONS, by Harvey Greenfield and Frank K. Grieinger. 175 pages. McGraw-Hill Book Co., Inc., 330 W. 42 St., New York 36. $15.

This new Consultant Report should be of great interest in its discussion of real estate and equipment leasebacks and the leasing of new equipment, because of the need for modernized plants and equipment and the need for new marketing techniques to improve distribution of equipment in this competitive era. The book analyzes the pros and cons of using these tools, discusses the tax, legal and accounting factors involved and gives practical case histories to illustrate the points covered. The introductory section explains the concept of leasing, stresses the use of long-term credit, and discusses alternative financing methods. The reader is also introduced to basic principles of scientific method as applied to decisions involving capital goods financing. The second section describes the use of real estate leasebacks by both management and investors and contrasts it to mort-

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gage and debenture financing. The third section is devoted to equipment leasing with particular attention given to legal background, including a full discussion of purchase-option leases, existing government administrative law and the trend of recent court decisions. Mr. Griesinger is the author of many articles on techniques of financing and marketing equipment, and Mr. Greenfield is a recognized authority on matters of taxation, real estate and estate planning.

THE DIRECTOR LOOKS AT HIS JOB, edited by Courtney C. Brown and E. Everett Smith. 150 pages. Columbia University Press, Columbia University, New York 27. $2.75.

This book is based on a symposium, sponsored jointly by the Graduate School of Business of Columbia University, and the McKinsey Foundation for Management Research, which discussed the role of the board of directors in American corporate life. Many problems of board composition and functioning are brought into sharp focus. The last chapter in the book is a summary of the conclusions reached by the symposium.

THE SECRETARY'S BOOK, by S. J. Wanous, and L. W. Erickson. 597 pages. The Ronald Press Co., 15 E. 25 St., New York 10. $4.25.

This volume may be of interest to executives who want relief from the burden of handling details personally and answering routine questions. The book contains information on every aspect of modern secretarial work including the handling of business forms, taking minutes of meetings and writing reports.

ACCOUNTING FOR NON-ACCOUNTANTS, by John N. Myer. 227 pages. American Education Council, 2 E. Ave., Larchmont, N. Y., and New York University Press, New York. $5.

This book is designed for professional men and women, partners, manufacturing and corporation executives and middle management so that they may achieve a workable understanding of accounting techniques as applied to their own business or profession. Specific information is given on a wide variety of topics including manufacturing inventories, departmental costs, job order system, the role of cost accounting, and corporation capital. An index and large scale samples of accounting forms are also found in the volume.

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Branch office—

(*From page 34*)

ple, in the department which maintains all of its personnel records.

In the Route Section Office, however, shelf-type filing has fit particularly conveniently into a one-secretary working routine.

For one very important thing, the advantages of using this equipment as a partition work both ways. The department's secretary also has more privacy.

Because the new files house more documents per square foot of floor space, the secretary has less walking and searching to get the records she wants. A particularly convenient feature has been that the secretary can reach her most active files without leaving her desk.

According to actual experience, the girl in the Route Section Office spends about one-third less time in her filing work than before. Because the time saved this way can now be put to far more constructive use, overall efficiency is rated about 25 per cent higher.

Extend these savings on a company-wide basis and it is easy to see that we have an operational detail which is very much worth paying attention to.

"Special projects"—

(*From page 32*)

are in a month, it is not too serious: this is no pay record; it will still give a good idea of the relative amount of time spent on various major products. If most of the man's time is spent on some regular activity other than special projects, he can show it, for the purpose of this record, merely as one big project.

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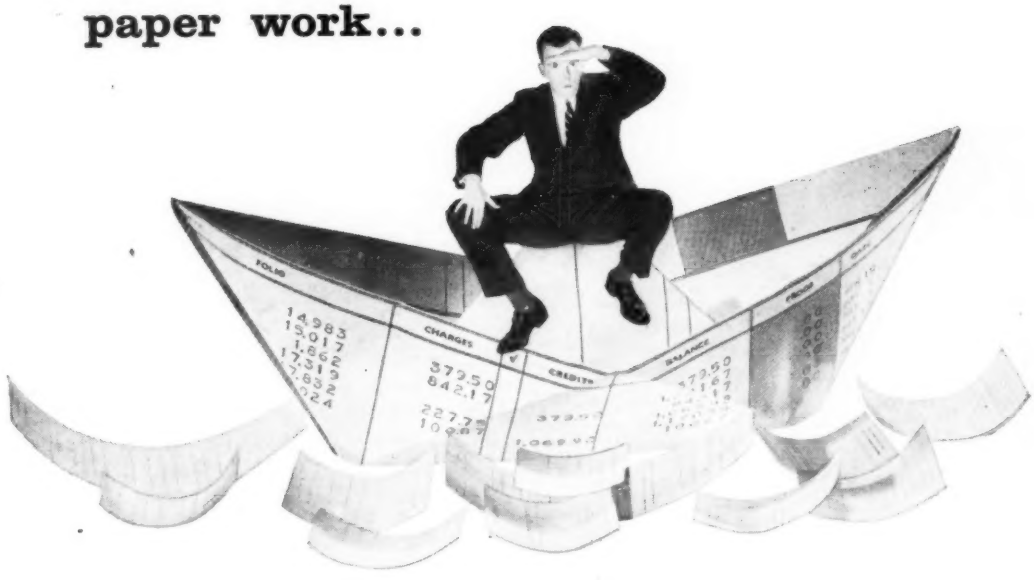

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Estimating starting and completion dates helps in programming the work: and it is always desirable to have a target to aim for. The first estimate of savings can be a very approximate one: but if it isn't made, other things being equal, (and sometimes they actually are), how can one tell which job to tackle first? or where to spend the most time?

The remaining columns provide for more exact estimates of benefits to be obtained from the various tasks—they can be revised from report to report, as they become more accurately known, —and for the evidence that they are real benefits, not just pious hopes.

How to estimate savings? A fairly orthodox formula, can be printed on the back of the form showing time expended against results achieved. No, this isn't an expensive layout either. Same process as the front.

This, too, may seem like a lot of work. But so often, the report on each project either has to include some calculation of benefits, or would be the better for it. Some action, some change will be advocated as a result of the study. Someone will have to agree to it —and is likely to do so much more readily if there is a clear indication of the results to be expected. What speaks more clearly, in business, than dollars? This being the case, the work of calculating the value of the project in dollars is no extra work for the purpose of our report; but having a standard formula for doing it is a help in two ways. It makes the calculating easier, by harnessing the force of habit; and it makes acceptance easier: once the basic formula has been approved, it does not need fresh explanation and approval each time it is used.

So much for the report form. It serves several useful purposes:

1. As a planning and programming tool for the man doing the jobs;
2. As a means for him to get his achievements on record in eye-catching form, for his boss;
3. For the latter to see how the projects—and the man responsible—are getting along;
4. As a basis for periodical summary reports for management, and to answer their questions on the progress and cost of specific projects.

Posting is simple

How about these last two items? Better confess right away that to get the most out of the record in these ways, it is easier to have a posting job done. Horror upon horror! More records. New postings, too. And look at the "posted" form (Figure 2). Nothing like the original one. Must be quite a tricky posting job.

Once more, though, it's nowhere near as bad as it looks. True, we need one form to post for each project, to keep a running progress record of that project. But after all, how many projects are running? It's not like Accounts Receivable, with hundreds—perhaps thousands—of sheets. And if there are as many as fifty, there ought to be more of a record than memory. If there are less, it won't be much of a job to post them once a month . . . compared to the use that can be had from the record.

The actual posting is not complex at all: it is a straight copy job—one line of report to one project sheet. The columns on the report form are numbered. The corresponding "boxes" on the project sheet have corresponding numbers. The apparent basic difference is only that the entries from the first few columns of the report go at the foot of the project sheet—so that when the sheets are filed they can form a visible margin. This can show at a glance all the projects in hand, for a quick review (Figure 3). Numerous types of suitable 8½" x 11" visible-index filing panels are available.

This type of equipment allows, among other things, two further useful features: both the current status of the projects, and the progress, can show,

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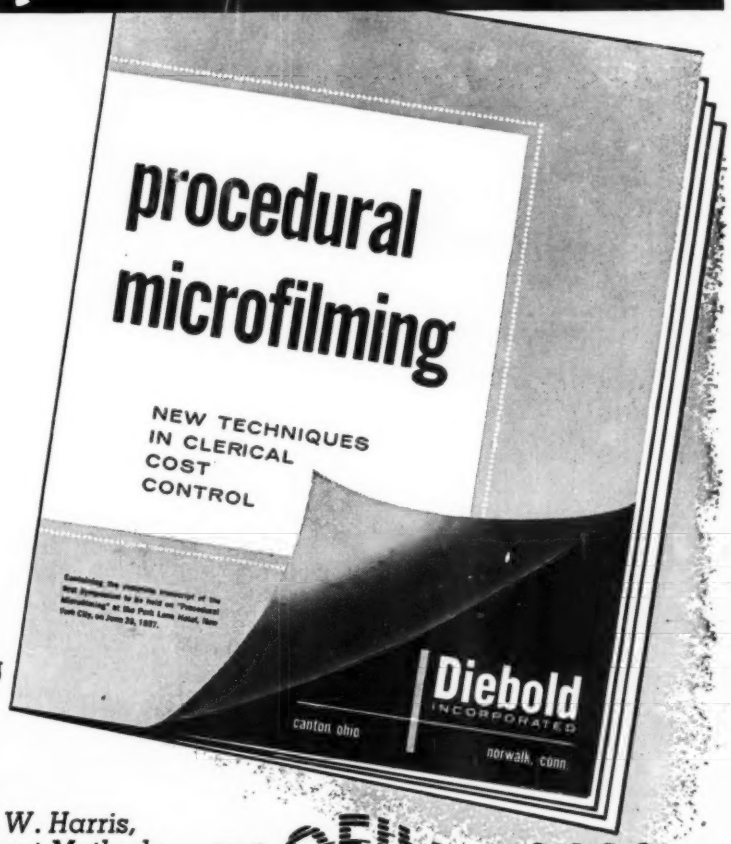

Just published by Diebold, Inc., this authoritative manual contains the complete transcript of the first symposium ever held on the use of Procedural Microfilming as an everyday office tool in Clerical Cost Control.

The symposium, held at the Park Lane Hotel in New York City, under the chairmanship of Jerome W. Harris, Publisher and Editor of Management Methods Magazine, was sponsored by Diebold and covered such subjects as:

- **reduction of clerical operations**
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in the form of code symbols (towards the right of the margin in our example); and colored flashes can be inserted to signal urgent tasks, or who is responsible.

The only other basic difference between the project sheet and the report form is that the project sheet provides space for several entries in successive months, where the report form only has to provide one line or so per project per month.

Given the project sheets, then, we can add some more numbers to our list of uses for our project record set-up:

5. Indication of pace of progress: perhaps more help is needed to clear the job up;

6. Record of the total time spent on each project, by anyone who has had a hand in it: to insure that results justify the effort allocated to it, or are likely to do so.

7. A constant reminder of the projects running—and, more important, of the ones that should be running, but are not.

8. Once the job is finished, a convenient summary of what went into it, and what came out, in terms of confirmed savings or other benefits. This can help in estimating the effort that future similar projects will need, and the value that a given effort may yield.

The forms we have illustrated won't fit any other office. But the approach they illustrate may meet a similar need. If it does help to keep those "too-long-term" jobs moving it will certainly be worth the trouble.

Seagrams—

(*From page* 28)

area in complete balance, or they are contained in the overall luminous ceilings. Display lights in the executive conference room disappear into the ceiling when not in use. In addition, an astronomical clock controls lighting in the lobby to vary with the outdoor light so that one encounters no apparent difference in light intensity when entering or leaving the building. All elevator cabs have completely illuminated ceilings. To control light from the outside, there are specially designed venetian blinds which stop only in three positions: all the way down, all the way up, or half-way up. They are positioned in this manner in order to conform with other blinds, thus presenting a more agreeable appearance from both the interior and the street.

Original art work in the new building was created by Miro, the contemporary French abstractionist, and Stuart Davis, one of the foremost American abstractionists. Some of the work was commissioned expressly for the Seagram Building. The remainder was either purchased from, or is on loan from the Museum of Modern Art in New York. The majority of the tapestries and paintings are hanging in the conference and reception rooms.

Servicing the eight floors of the Seagram offices is a single bank of six electronically controlled elevators. With electronic controls, the need for operators is eliminated, the doors are delayed until the last person enters or leaves the cab, and the speed and frequency of service adjusts to varying loads at different times of the day.

In addition to the public restaurant in the building, Seagram has established a lunch room on the second floor seating approximately 150 people. This is intended as a convenience for those who wish to bring all or part of their lunch, or for those who desire a quick lunch. Sandwiches, desserts, and beverages are available in the lunch room, which remains open all through the working day. Executives have private dining facilities on the executive, or fifth, floor.

Occupying an area of 1,887 sq. ft. on the sixth floor, the Medical Department in the House of Seagram, staffed with the same personnel and equipment found in up-to-date hospitals and clinics, stands ready to implement the company program of preventive medicine for employees. The medical staff includes nurses trained in the field of occupational medicine, full time X-ray and biochemical technicians, and two consulting physicians.

To the right, as one enters the spacious waiting room of the Medical Department, is a corridor leading directly to duplicate treatment rooms. Dispens-

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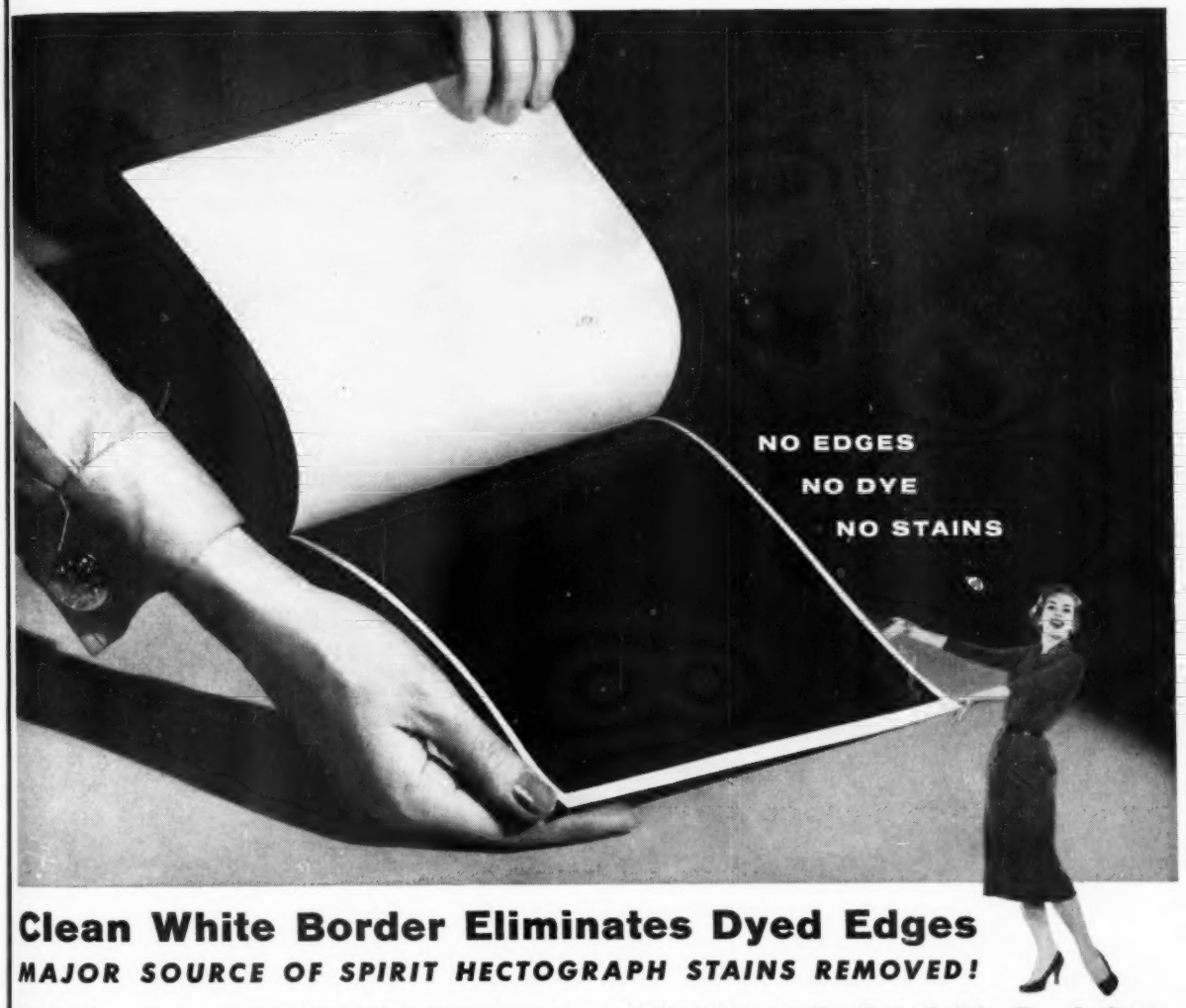

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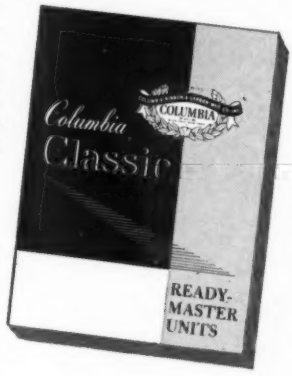

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Use Readers' Inquiry Coupon on Page 88

aries are located on both sides of the passageway. Next to this area, but further to the rear of the department, is another hall which affords entrance to the examination rooms, each with its appropriate dressing closet and physician's consulting room adjoining.

The remaining space is taken up by an X-ray room and a dark room, an electro-cardiogram testing area, a soundproof room for measuring hearing loss, a room containing a visual testing device, and a well-equipped, scientific laboratory. There are also two wash rooms, and a utility and locker room for the nurses. Special requirements of the department for plumbing, electric power and lead-lined walls and floors were determined before construction.

Part of the company program of preventive medicine entails a periodic, complete examination given to each employee. Their exact frequency is determined by the medical staff based exclusively on careful consideration of each individual. Notice of the examination is sent by the department to the individual concerned. In order to provide increased medical services, Seagram is planning to double the size of the Medical Department in the near future.

Central dictation used

For communications, the Seagram offices offer, aside from telephone, mail and pneumatic tube messenger service, instant connections with its plants and other offices by teletype and Western Union, as well as a central dictation system. Picking up the telephone, one can talk to anyone in the company area by dialing his extension, or by dialing another extension which connects to a transcriber, one can read messages to the "televoice" recording system. These messages are recorded on tape, which is then cut and sorted for transmission to other plants and offices. The telephone also becomes the dictating instrument. For stenographic service, one dials a number and is automatically connected to a central recorder in the Stenographic Department. The Central Dictation System is designed to supplement normal stenographic help during rush periods to prevent work from piling up.

Of particular interest, not only in Seagram's own offices, but on every floor of the building, is the underfloor grid system. J. Gordon Carr & Associates, interior architects, designed the system specially for the Seagram Building.

Running parallel to each other, in groups of three, are separate conduits containing 110-120 volts, low tension, and telephone lines. Sets of conduits are spaced, running north and south, as well as east and west, to form a grid pattern. The 110-volt line is for appliances such as electric typewriters, tabulators, computers, and comptometers. Low tension lines are for buzzer systems, annunciators, and similar equipment. All foreseeable situations, concerning re-arrangement of desks, office equipment, and partitions, now or in the future, have been taken into consideration in the laying of these ducts. To gain use of the utilities following a new arrangement, one merely cuts into the floor at any number of points and taps into the grid system.

After several studies of the theoretical office needs on each floor, J. Gordon Carr was able to determine the proper spacing for the underfloor duct system.

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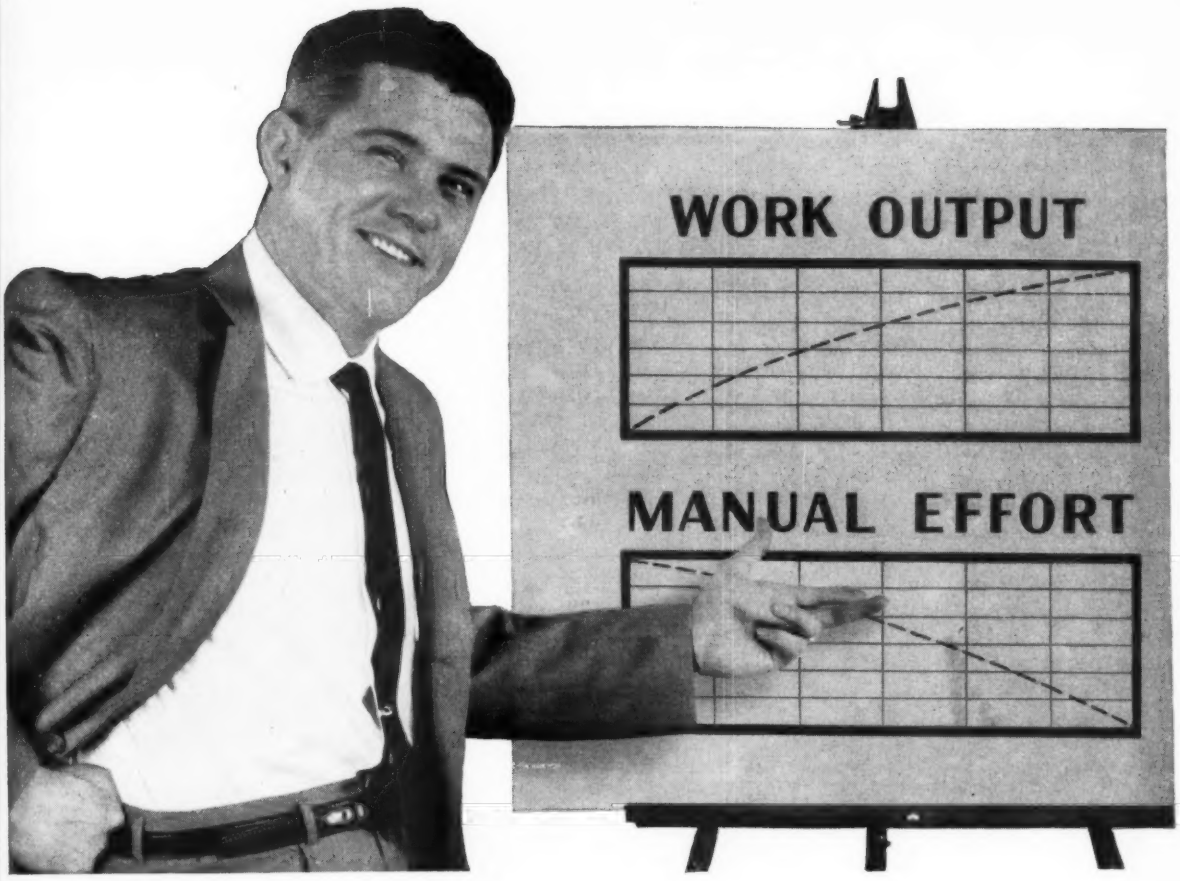

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For example, in the Seagram accounting department which occupies about one-half of the third floor, there are 13 sets of three ducts, 5′ 6″ apart, running the full length of the building. Crossing these 13 are seven sets of three, running the width of the floor. The resulting 20 sets of criss-crossing underfloor ducts are not based on module. In fact they are off module so as not to be covered up by the movable partitions. They are located so that wherever a desk is placed, and whichever way it is turned, one of the desk pedestals will fall over an underfloor duct. Similar conditions prevail in other offices, depending upon their requirements. To anticipate the changing needs of the private office area, for instance, a grid system of nine criss-crossing ducts has been installed.

In the second-floor electronic computer area, a "floating floor" consisting of removable 2′ x 4′ panels serves to conceal the electrical cables underneath. The area underneath also acts as an air plenum for cooling the machines. To gain access to the electrical wiring when the machines are moved or when new equipment is brought in, the appropriate panel is easily lifted. To cope with the high noise level of the equipment, the perimeter of the area has been enclosed by masonry with skin plaster walls. A second acoustical barrier of perforated partitions, with sheet rock baffle, has also been put into place. The area features a completely glass enclosed office that permits visual control of the various mechanized operations.

Seagram's meeting room area measures 2,450 square feet and can be separated into three meeting rooms by two soundproof partitions which fold into the wall. The partitions are 6-inch thick oak panels which afford maximum soundproofing, and the space has both front and rear projection rooms, 22 recessed speakers, and microphones which, when connected to tape recorders, allow complete transcripts of meetings. The regular lighting is controlled by separate rheostats, one for each meeting room, and special lights with motorized controls lower into the room and recess into the ceiling for displays and other special effects.

Each floor of the Seagram offices is intended to function as a single unit in the company's operations. The third floor, for example, handles the majority of the paperwork. The layouts on this floor, including credit, accounts receivable, disbursing, accounts payable, general and production accounting, payroll, traffic, and order billing, were planned so that the work would flow in the most efficient manner between these administrative departments. The fifth floor is devoted largely to top executive offices, while the fourth contains most of the advertising and sales departments. Tabulating, stenography, duplicating, mail and messenger systems are among the service departments located on the second floor.

The House of Seagram, which cost in the neighborhood of $43 million including the cost of the site, was officially opened in May, 1958. Designed by architect Ludwig Mies van der Rohe with the collaboration of Philip Johnson, the bronze tower was brought into being with the guidance of Phyllis Lambert, who was Director of Planning. Office planning and layout came under the direction of J. Gordon Carr & Associates. Mrs. Lambert and Mr. Johnson were responsible for the interior design and decoration, and the skyscraper was built by general contractor George A. Fuller.

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SPA—

(*From page 29*)

tion that the systems man's technique is concerned with studying the existing system with a view to a step-by-step improvement. This school of thought in training newcomers usually advocates a process of first making a detailed investigation of the current procedure, of making some kind of a chronological statement of each operation, and of obtaining this information from the clerks by the time honored formula of What, Who, How, When, and Where.

"To many methods men, this will sound like heresy. What is methods work, they will say, but a careful and impartial study, questioning each operation step-by-step until all that is useless and which does not contribute to the required end has been eliminated.

"To subscribe to this widely held theory, it seems to me, is to overlook a situation which is peculiar to office work. That is the doubtful usefulness, validity, and value of the end product."

Evaluating office products

In most areas, the speaker pointed out, the value of the end product is very soon proved. If it sells, it's valuable; if it doesn't, it's soon changed. No such test can be applied to the products of the office.

"The point is that paper records have no intrinsic value," he continued. "Their only justification is if they lead to action or if they provide a guide to action. This then is the root of the problem. The fundamental study for the systems man is not to start with a statement of the records required, for the records themselves are only a means to an end, but to start with the end product, the purpose of the records themselves. This, so far as the most significant records of the business are concerned, involves the study of management at work. We must find out what their problems are and then consider how facts can be processed by the office to help them solve their problems."

Mills defined as the first job of the systems man the study of management, and said the second phase of his work should be the study of the origin of information. With knowledge of how and where information originates—outside the office—and what information management actually needs, he has his two sets of working facts.

"His job now is to determine the minimum effort required to turn the basic information as recorded at source into the form required to fulfill the purpose," Mills went on. "Only at this stage is the systems man concerned with clerical work, with methods, devices and procedures. Now he has an opportunity for ingenuity and inventiveness. But important though this may be, it is not in my view the most vital stage. The designing of the new system may give scope to inventiveness and originality, but not to the same degree as the statement of purpose. For it is here that there is a real opportunity for original and creative thinking. It is here that imagination is wanted to determine what kinds of information are needed and how it should be presented, to enable the users of information best to do their jobs."

Discussing "The Productive Office" Mills said that he meant by the term making the work of the office more valuable in terms of the general productivity of the company as a whole.

"The idea is that the office should not merely set out to keep the records as efficiently as possible but that it should, from its resources of data, set out to be a source of advice on the promotion of the company's business."

Although many office managers believe they are accomplishing this right now actually they are not furnishing the necessary information to the most important recipients, Mills charged.

"The service of information is to top management rather than to anybody else," he maintained. "The front office has always reckoned that its first duty is to serve the boss. But this means that the lowest level of management or supervision, the man in immediate contact with men, materials, and machines, the man on the spot, is left to his own devices as far as records are concerned. Certainly he will be responsible for providing basic records to the office, but if he wants any information to help him in his day-to-day work, he has to make his own arrangements for it. The prime purpose of the office remains to take basic information and feed it to top management.

"Thus, we have this situation—

"Firstly, there is a positive cleavage between the books of account and any practical records kept by the man on the spot for his own purposes.

"Secondly, the official results are passed to top management after the event and only after further delay reach the man on the spot.

"Thirdly, when they arrive, they are

H. J. Haughton, Vice President and Controller, Jones & Laughlin Steel Corp.

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88 CHARACTER KEYBOARD Standard at no extra charge.	YES	NO	YES	NO	YES
KEYBOARD SLOPE Key top slanted to fit natural movements of fingers.	YES	NO	NO	NO	NO
ROLL-FREE ACTION Releases typebar cams with no "scuffing" action.	YES	NO	YES	NO	NO
SAFETY COVER Motor shuts off when cover is raised to change ribbon.	YES	NO	NO	YES	YES
CUSHIONED TOUCH Eliminates jar to sensitive finger tips at end of each stroke.	YES	NO	NO	NO	NO
THE WORLD'S FASTEST ELECTRIC TYPEWRITER	YES	NO	NO	NO	NO

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not only late, but they do not necessarily tie up with the unofficial records kept locally.

Those concerned with the concept of the Productive Office are trying to approach the office's work from a different angle, Mills said. Their viewpoint is that the most important records are those required by the lower levels of management, that these are the actual operating records by which the company gets its work done.

"If the records meet the practical needs of the man on the spot, it is reasonable to assume that they will also provide a basis for the other records," Mills said. "They will provide the basis for the formal accounts and they will provide the basis for reports to top management. So we restate the responsibilities of the office in this way. First, in cooperation with the man on the spot, to design records which will help him do his part of the business efficiently. Secondly, to draw on those records, check them and report to higher management, but reversing the usual order, reporting to intermediate management first and to top management last. Third, to incorporate the results in the official accounts."

In the Productive Office, the direction of the flow of information is changed, he continued; it "fountains up instead of filtering down."

The first step in creating such an information flow is to determine the lowest level of operative management or supervision, which still has complete responsibility for ordering use of the company's resources to accomplish a given business end, Mills declared.

"With the job defined, the second step is to consider the needs of the executive in his job," he continued. "This means finding out all we can about his work situation and the problems which arise and considering, along with all the essential routine work which is inherent in every job, the informational needs of the executive in every situation. This may mean forgetting generally accepted ideas concerning formal records. Here will be a prime opportunity for originality. The purpose of the records should be to guide the executive in taking decisions. We need to give office work a forward look."

Procedures design last

The last stage of all, which should not even be considered until the first two stages have been completed, according to Mills, is designing a procedure—

a. To check the validity of the local records.

b. To draw on local records for reporting to the level of management immediately above, and subsequently to the higher levels.

c. To incorporate the results, so far as is necessary, in the official accounts.

"These ideas may lead to adding to the number of clerks in the field," Mills conceded. "It may mean this but not necessarily so. For under present conditions, however much work the center takes on, there are always a few people in the field providing basic information to the office and keeping the various unofficial records instituted locally because the needs of the practical men have been overlooked. In the event, I think that when we integrate these two sets of needs, we shall find that there is little or no increase. We shall, I am sure, do something to reduce the large numbers to be found in central offices and it will be all to the good. By moving clerks into the field they will become less remote, less out of the world of practical things and indeed may become technical and personal assistants rather than clerks. And those who do remain in the central office, from the office manager downward, will be drawn more closely to the practical problems of the enterprise."

Systems work as it is developing on the other side of the world was outlined by T. Y. Arai, representing the Japan Productivity Center. The Center, Arai said, was established in 1955 as a private organization to cooperate with the U. S. Department of State in carrying out the technical assistance program between this country and Japan. The Center has sent about 50 productivity study teams a year to this country, including some office management groups. (*To next page*)

This article covers only the papers presented by foreign systems experts at the SPA meeting. Other speakers at the conferenee included Bernard Kiigore; John E. Angle; Adrian McDonough; Warren E. Alberts; John Diebold; Herbert P. Galliher; Abraham Charnes; Rober' K. Burns; J. Douglas Carroll, Jr.; A. V. Feigenbaum; Andre Clavier; James D. O'Connell; Alan J. Perlis; and James R. Bright.

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Before World War II, Arai went on, only a small segment of Japanese industry had introduced any of the basic principles of scientific office management in its operations. In the early post-war period, and especially under the impact of mechanization of clerical work, however, a group of progressive managers emerged who emphasized the need for planning clerical functions as carefully as production schedules.

"Traditionally," Arai said, "all the activities relative to office management were rather lightly thought of and were dealt with by a section usually called "Miscellaneous Section" or "Correspondence Section," which was considered more or less of a hanger on, and was at a low level of the corporate structure. Futhermore, there was a lamentable lack of uniformity in forms control and reporting systems from one division to another, so that this constituted another serious hindrance to effective implementation of office mechanization.

"Such being the case, these progressive managers embarked on a very ambitious task of correcting these conditions and, thanks to their foresight, most of the companies now have a separate independent division to execute office management functions where all the problems pertaining to office management are tackled from an overall corporate standpoint, and in a centralized and consistent fashion. With the status of the office manager considerably elevated, this represents a major postwar improvement in Japanese office management."

But management principles cannot simply be transported intact from one country to another, Arai warned; they must be adapted to the customs and attitudes of the people who are to apply them. Thus, the Japanese managers, in adopting Western ideas, not only have to bear in mind the attitude of Japanese office workers stemming from their total social and cultural background; they must also deal with the very immediate problems caused by a language that is expressed through two cumbersome writing systems.

"I am sure that no American office manager will allow his typists to use one finger only on the keyboard," Arai said, "but our Kanji or Chinese character typewriter, is strictly for a one finger operation. To briefly explain it, the Chinese character typewriter has only one key and it moves on a table of about 500 different characters. To type a certain character, the operator moves the key to the position on the table where the character is shown and then presses the key. Usually, a box containing 1300 additional characters goes with the machines, which enables the operator to type a maximum of 1800 characters altogether. Since the operation of such a typewriter necessarily takes a lot of time, most companies use it only for outgoing letters. As far as inter-office memos are concerned, they use, instead, a 46-key typewriter with both the phonetic syllabary and the English alphabet."

Electronic computers introduced

Since the war, punched card equipment has been adopted by a great many Japanese firms, Arai declared, and some concerns have progressed to electronic computers. He said that the number using computers would undoubtedly increase by a large margin when Japan begins manufacturing its own data processors in quantity. Already plans have been made to set up institutes for training of programmers in both Tokyo and Osaka.

Most European concerns cannot afford, or at least feel it would be unwise, to install elaborate electronic data processing systems, A. Meeuwis, Manager, Organization, Administrative, Methods Service Department, N. V. Philips Gloeilampenfabrieken, Eindhoven, Nederlands, said, in his discussion on "Data Management—The Target of Systems." But they are definitely interested in the possibilities of employing known data to take much of the risk out of future planning, he continued. They are also employing the various mathematical techniques of operations research.

Eventually, the changes being accomplished in European systems work may bring many companies to the point where they will require computers, Meeuwis said, but for the present most companies on the continent are in the process of "getting ready for electronics."

"The step-by-step approach boils down to the application of known means, such as punched card systems together with the new IDP machinery, and has the big advantage that more clerical work will be systematized, that it will be standardized and made uniform, that enough systems men will be educated in analyzing and creating, that management will accustom itself to further steps of administrative mechanization. All these developments will culminate in creating a large enough volume of work to make electronic data processors suitable."

Germany was represented at the Buffalo conference by Georg Reinicke and Robert Rosenkranz, the two men who have developed the highly automated German mail order concern, Quelle.

The early development of computers in this country has led to the business machine manufacturers of the United States taking the initiative away from their customers, Rosenkranz said, and forcing American offices to tailor their system to the available machines, rather than creating the best possible system, and then having machines constructed to serve it.

He also attacked the American tendency to centralize information receiving and dispensing units at the same location with processing units, pointing out that the success of Quelle is due largely to its use of a continuous work flow system.

"Centralization of information receiving and dispensing units, which is to be found in almost every office, is largely nonsense," he charged. "In the production of other kinds of mass products, nobody would think of placing all cutting or boring machines in one place, requiring all products to be transported from the rough fabricating places to the central machining place, and from there to return to the finishing places. But in offices people daily follow this crazy idea. For instance in one headquarters building, of 15 floors, you will find one floor on which the automatic machines are placed. The people who work on the other 14 floors send to this one floor all transactions, those for sales, for purchasing, bookkeeping, etc., to be further sorted, grouped, calculated, typed, etc., and from there they receive back the results. We see daily the unavoidable result of this work organization nonsense. The business transaction papers which flow from all directions to the 15th floor cause a pile up of thousands, or hundreds of thousands, of records which block the automation equipment. Because of the equip-

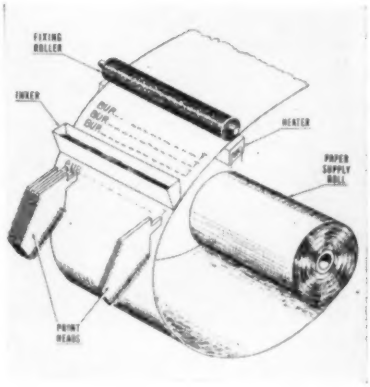
(*To page 74*)

Burroughs demonstrates new 3,000 word-per-minute "Electrostatic Recording" process

A technique that can receive wired messages automatically and translate the electronic impulses into printed words at the rate of 3,000 words per minute was demonstrated in New York last month by the Burroughs Corp. and the U. S. Army Signal Corps. The new operation, know as "Electrostatic Recording," utilizes a bank of recording heads which beam letters at the paper surface electronically.

The recording heads—72 of them in a row form a printing line—do not touch the paper, but are maintained at a fixed distance from the surface. Each head comprises 35 tiny wires leading into and through a triangular-shaped piece of plastic. The wires are polished flush with one corner of the triangle, or printing head, to form a rectangle seven wires high by five wires wide. Electric pulses selectively charge all 35 wires or any combination of these wires in each head, thus forming any letter or number. A normal line of type is made possible by setting up the first character to be printed in each of the 72 heads. However, the only head that prints is the one selected by a coinci-

(*To page* 85)



Army and Air Force already are using Electrostatic Recording in message transmission

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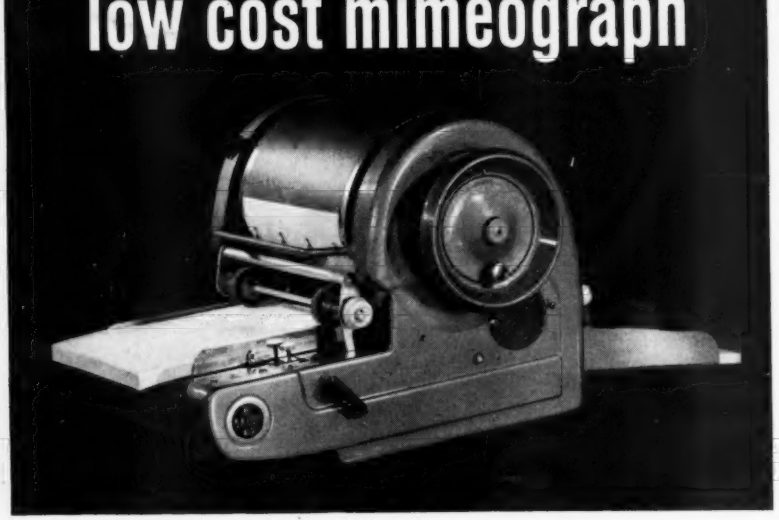

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SPA—

(*From page 71*)

ment speed, the records can be picked up and processed in minutes, but they lie around before and after the processing for hours or days because:

"1. Transportation from one to another far-situated place and return back again, even with excellent organization, will lead to delays.

"2. Because of transportation distances the forwarding of the records must be done in big piles, and

"3. While a batch of records from one pile will be processed, the others must lie around idle to wait, partly for further processing, partly for return to the sender. It does not matter that the time invoked for some processing steps takes only a fraction of a second.

Likening the movement of records and papers in an office to the traffic pattern of a city, Rosenkranz said the same technique used to alleviate traffic congestion should be applied in an office:

"The organizer must avoid as much as possible the directing of all streets into the center, more especially when the goal is not in the center."

And in the case of data processing, the goal is information in a particular working department which needs it, rather than in the central data processing facilities, he continued.

Good work flow principles demand that information receiving and dispensing units be located at the points where raw information is first received, and where processed information is eventually used, he said, with only storage and calculating machines centralized.

"These must be at one centralized point," he declared, "since they must serve a great number of office departments, and because only in this way is it possible to get a sufficient time savings, and with it an economical function.

"On the other hand, the receiving and dispensing units must be decentralized, at many points to make possible the organization of smooth work flow. They can be decentralized because the receiving and dispensing time is several times the processing time. Therefore one storage and calculating machine must always serve several receiving and dispensing units. Besides that, these receiving and dispensing units are relatively cheap."

Prerequisite to the system he recommends, Rosenkranz said, would be redesign of many machines to permit less loss of time in transporting information between receiving and dispensing units on one side, and processing units on the other. That such redesign is feasible, he said, is proved by the fact that the machines created for Quelle permit direct feeding of information to electronic memory drums, without intermediate conversion to punched cards or tape.

Individual design needed

But American manufacturers in effect have forced businessmen to design their system around the machines offered, rather than create their system first, and then tell the manufacturers what machines must do within that system, he continued.

"It is nonsense to have office machines built only by machine designers," he said. "The system organizer should face the construction problems."

Only in this way can real progress be made, he maintained, because otherwise all companies, working with existing machines, will be forced to use more or less the systems enforced by the machines, will all be following more or less the same pattern.

AMA—

(*From page 36*)

A schedule of awards and prizes was posted for the most productive ideas.

"The potential savings of such a program, were we to meet our objective of full participation, was demonstrated to be $1,000,000 per year in additional profit through reduced operating expenses," Sills declared. "Since our company has both a cash bonus and a profit sharing plan for its executives, this figure was translated into very tangible benefits for everyone.

"The participants in the program were organized into area groups for each of which an area committee was appointed by the responsible superintendent or manager. This committee was charged with the responsibility of stimulating job simplification work in its area. This it did through propaganda handouts, localized contests, brainstorming sessions, posters and many other devices."

An overall steering committee was appointed, and a member of Spiegel's

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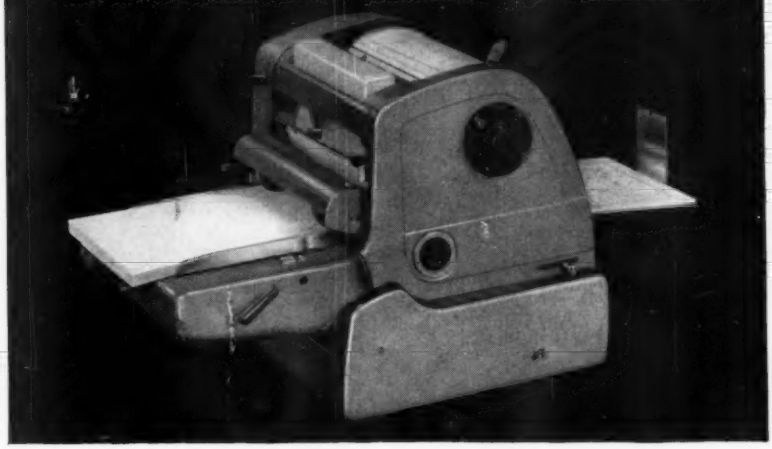

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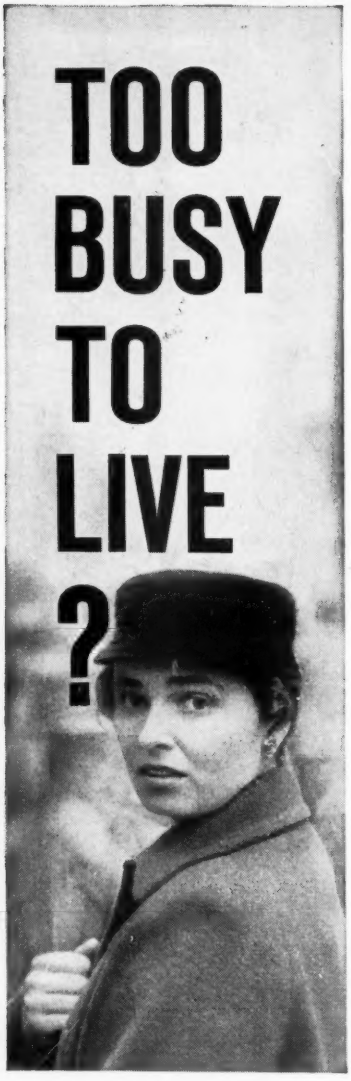

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industrial engineering department was made a permanent member of this committee. It became his responsibility to record all proposals submitted, to channel them through the necessary approving authorities, to audit and record estimated savings, and to act as liaison between steering committee and area committees.

"Although the program was confined to our operating division for its first season," Sills recalled, "other divisions of the company have since been incorporated into it. Now, in the middle of its third season, there is every evidence that we are still far from exhausting the potential savings which are there-for-the-delving throughout our organization. We have long since passed the million dollar mark in estimated annual savings."

Systems errors outlined

Another member of the panel, Thomas M. Cox, Jr., Manager of Administrative Services, Owen-Illinois Glass Co., Toledo, prefaced his remarks by saying that he was not going to discuss individual programs inaugurated by his company, but would discuss instead what is wrong with present approaches to cost reduction programs.

"I am sure that each of you has heard someone say, 'We don't actually know what our office costs are!' he declared. " 'We don't break down our office expenses that way.'

"Can any of you conceive of a well-run organization, interested in cost control and maximization of profit, ever making such statements about its manufacturing operations and costs? The answer obviously is no.

"Has it ever occurred to you to ask why the difference has continued to exist in spite of everyone's best intentions? The one fact which will emerge after some analysis is that our manufacturing activities are under one centralized control and responsibility, whereas our office costs are spread through the organization."

Years ago most companies were run by a single man, who in effect was in charge of all clerical functions, Cox said. "Such centralization of control meant relatively simple approaches to all problems in this area. His brain furnished the control mechanism and the central depository of most relevant information. Diversified clerical groups might perform detailed functions, but he at least knew what they were doing, when they would be doing it, and was aware of how well they were doing it."

With the increasing complexity of business, such centralized control became impossible, Cox continued. The head of the company was forced to assign full responsibility for many of the functions he had previously carried to others, requiring of them that they furnish him periodic information to keep him abreast of things.

This in turn has led to the current segmented industrial organization, in which each segment, in order to operate effectively, must have a considerable degree of autonomy, the speaker continued.

"Now let us look at what this modern structure has done to our data processing," Cox suggested. "As this autonomy has been given to each operating unit, it has taken with it the authority to do the data processing as it sees fit. Each segment has grown accustomed to processing its data in the way it wants, producing information as it sees fit, regardless of whether such processing conflicts with the desirability from an overall standpoint or such reports are duplications of information produced in other areas."

This means, Cox said, that the great need today is to simplify data processing to the point where the conditions obtaining years ago can be reconstructed, where the complete effect of any single variable on the whole system can be almost instantaneously known and evaluated in terms of all other elements.

"It is my belief that with the techniques which have been developed in our field up to the present time, we now have the hope of doing this fundamental job, supplying everyone with the necessary information which is constantly reflecting instantaneously changes occurring in all parts of the system," he declared.

He then described with the aid of an exhibit a possible approach to centralized data processing which would create all required reports and information for all departments.

"This concept means the creation of a new function within the company structure," he asserted. "This responsibility for all data processing does not imply that it would only be in a centralized sense. It would have to have control at all levels and all locations.

"There is the necessity of clearly defining the relationship that this data

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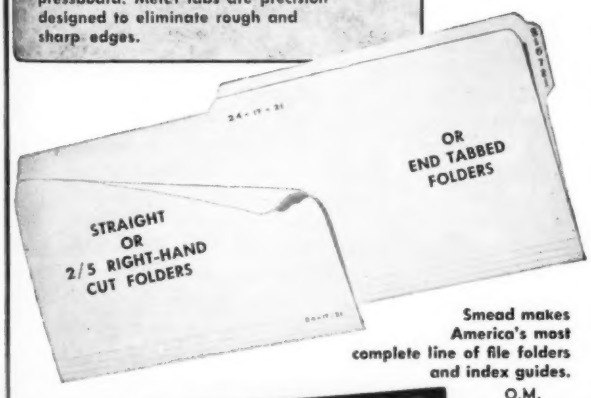

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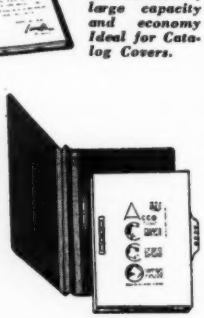

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processing group must have to all other areas of authority. Of necessity it would be a staff relationship. It could not dictate what these areas should have. It must supply them with their requirements so that they can operate more effectively. Conversely, however, it must have somewhat more authority than staff in order to eliminate duplication and to simplify all processing.

"This new function must have control of data processing so that it can establish the best operating practice in its area, and then can be sure that no changes will be made unless they are thoroughly explored and approved before they are made."

Centralizing cost control

Such a central data processing facility, even though it would create operating information for all departments of the company, would be headed by people with experience in clerical functions, rather than people primarily concerned with sales, manufacturing, accounting or production, the speaker continued.

"In effect, we would eliminate the present segmented control of the principal areas of office costs," he said. "Substituted for this would be a new major corporate responsibility area with a dignity all its own, which would be concerned primarily with producing only what is required to make a profit for the company and at the very lowest costs."

An earlier panel session, held Wednesday, October 22, had as its topic "Costs and Values of Office Operations." Panel members included Thomas R. May, Chief Accountant, Georgia Division, Lockheed Aircraft Corp., Marietta, Ga.; Arthur Barcan, Executive Director, Records Management Institute, New York; and Carl E. Osteen, Administrative Assistant for Systems, *The New York Times*.

No one panacea for office cost cutting will prove effective unless the office first knows just what it wants to achieve, Barcan told the group. Forms control, reports control, integrated data processing and mechanization can all help a company gain its goals—if those goals are defined clearly as a first step, he went on.

"Without objective standards, the measure of efficiency in streamlining becomes the boxscore of initial savings without reference to what remains to be done," he declared. "Without the relentless stimulus of objective standards, complacency is the reward for initial savings."

Four basic factors for rating office costs and values, he suggested, might be:

1. The standards should be quantitative—therefore measurable.

2. The standards should be reliable—for varying sizes and types of companies.

3. The standards should be based on available data to answer promptly how the paperwork actually rates in company-wide performance.

4. The standards should be positive goals for immediate accomplishment.

Similarly, key questions for management in rating paperwork costs, he said, should be:

1. What are the present costs? What should they be?

2. How many clerical employees are on the payroll? How many should there be?

3. How many records are being created and maintained? How many should there be?

4. What are the present space requirements for records in office and storage? What should they be?

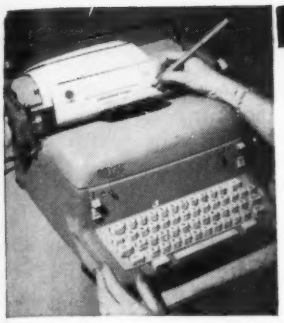
A company can get a very strong indication of the effectiveness of its present methods by comparing its figures against standards in all these areas, Mr. Barcan told the group.

"Standards on the care and feeding of inactive records have been available since 1952," he said. "1. Space: 1 cubic foot of records to 1 square foot of space (in office). Three to five cubic feet of records to 1 square foot of space (in storage). 2. Cost: $.90-$1.00 to install a cubic foot of records in a records center and similar costs for annual maintenance.

"To these are now added key standards on cost of paperwork operations, including the creation, processing, and protection of records as well. If we know the kind of organization, the number of people on the payroll, the total volume of records, and the total dollars spent for paperwork we can tell exactly 'what is in it' for management from the standpoint of cost reduction and quality improvement."

In outlining how companies can tell whether their office costs and operations are in line with those attainable under modern processing methods, Barcan cited as examples:

Company X. A distributor with 200 employees should: 1. Spend no more



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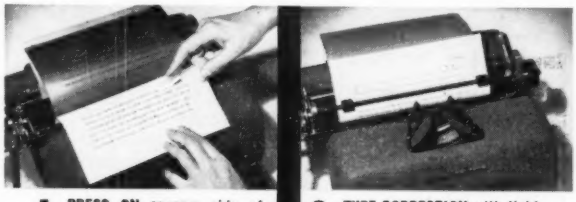

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than $80,000 per year for paperwork operations (including the cost of salaries, equipment, office supplies, etc.) 2. Have no more than 20 clerical employees on the payroll; 3. Create, process, and file no more than 133 file drawers of records in office and storage.

Company Y. A manufacturing operation with 4,600 employees, should: 1. Spend no more than $800,000 per year for paperwork operations; 2. Have no more than 200 clerical employees; 3. Create, process and file no more than 2,875 file drawers of records in office and storage.

"It might be well to note that these standards are used in tandem, since any one figure by itself (cost, personnel or quantity of records,) might be misleading," Barcan continued. "Just a comparison of actual company costs with the above explains clearly enough the dissatisfaction with current clerical costs. Cost reduction per se has not and cannot be truly successful. You might just as well discuss health in terms of temperature reduction. It's how much it now costs, and how much it should cost that creates a tangible target, and a reason for management to act promptly."

Recalling an AMA "paperwork for profits" clinic held in April, Barcan said that the participants, all of whom were familiar with "integrated paperwork" and many of whom had installed elaborate equipment to achieve it, had almost invariably "integrated" obsolete operations along with essential ones.

"1. Purchase requisitions were being prepared on all but standard stock items. The major volume of requisitions, however, submitted by material control could similarly be eliminated—without any loss in control but with improvement in quality. 2. Acknowledgements were being requested and followed up in 100 per cent of the cases. This actually hinders (as well as makes more expensive) the job of expediting and control. 3. Insuring completion of a purchase order was being checked completely in both purchasing and accounts payable, let alone operating and staff units in production and material control. 4. In a day and age when quality control is a recognized factor in industrial operations, checking functions in accounts payable were conducted in 100 per cent of the actions, established no objective break-even between the cost processing and the dollar value of the voucher, and provided no consistent knowledge of how to prevent errors rather than how to catch them after being made. 5. Accounts payable conducted between 25 and 50 per cent more matching operations than were actually needed to meet established company needs. 6. Receiving departments wrote, transcribed or computed far more than either the job required (producing higher costs) or the qualifications permitted (introducing greater errors.)

"Similarly, the cycle of processing the customer order through Accounts Receivable calls for a total unit cost of $.85 to $1.05. An overwhelming majority of companies in the United States process no more than 150 invoices per day. Within this group, every objective of control, management data and the basic job of getting the customer to pay can be achieved with manual as readily as with mechanical or electronic methods. The advantage of getting on the dollar standard is that the standard washes out the counterclaims of systems described in all sorts of terms except the three basic considerations: 1. How much does it cost? How fast is customer service and customer billing? 3. What data are available for prompt management actions?

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This was the recommendation offered by Carl E. Osteen at the Wednesday panel session.

"We know the paperwork problem has become a big problem and any big problem deserves big attention," he declared. "If big enough, it deserves high corporate attention. Management directives, even though at a sufficiently high level, will never be the complete answer to the elimination of what might appear on the surface to be wasteful practices. Where dollar savings are of a relatively minor nature, there is a hesitancy to press others on a high organizational level to conform to good standards."

Single responsibility essential

Only by investing one person with the full-time responsibility for checking all paperwork procedures, and the authority to deal on equal terms with officers of the company, can the increase in costs be halted, he maintained.

Giving the person responsible for office administration such authority, he contended, would mean less unnecessary forms and reports throughout the organization, since the need for each additional piece of paper could be questioned before its use was authorized.

Another great area for savings in the office, Osteen suggested, is use of the labor force—both the company's and its customers'—to accomplish much of the company's paperwork on an individual level. For example, he said, it might very well be possible for employees to take on much of the work of compiling their own pay data. Similarly, employees might be paid by deposits in individual checking accounts in the company's bank, in which case it might be possible to persuade the bank to take over the whole payroll function.

Recognizing the need for work simplification techniques, and actually achieving an effective program are two entirely different things, Garry Pasman, chairman of the Clerical Operations Coordinating Committee, American Telephone and Telegraph, New York, warned the audience in a talk on Friday, the closing day of the conference.

Absolute requisites for a successful work simplification program, he said, are:

1. Management approval, continuing support and interest.

2. Appointment of a coordinating group to supervise the program, and see that plans are followed through.

3. Development of an educational program designed to reach all levels of supervisory and clerical personnel throughout the organization.

If these three objectives are fully met, the process of instituting a work simplification program can be carried through with good assurance that the program will endure beyond the first wave of enthusiasm, he said, work simplification will become part of the basic philosophy of the organization.

AT & T followed the three-point program recommended, according to Pasman, and has had thoroughly satisfactory results. In an attempt to reach all employee levels, the company prepared a special booklet outlining the basic precepts of work simplification for distribution to all employee

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levels, and used every possible medium of intra-company publicity to get its story across.

In evaluating the degree of success in a work simplification program, Paman said, measurement techniques are essential, both in terms of overall savings, and increased output per worker.

Another aspect of cutting office costs was explored by A. Stanford Johnson, Sanitary Engineer, Oscar Mayer & Co., Madison, Wis., in a Friday morning talk on the methods his company has used to reduce maintenance costs while improving the quality of office cleaning.

Oscar Mayer & Co. began moving into a new office building in 1956, Johnson said, and at that time compared its cleaning expenses with those of other comparable companies.

It found that its coverage, per cleaning worker, of 5,300 square feet per day was not uncommonly low, but was significantly less than some other companies reported. Finding that some other companies were recording as much as 13,000 square feet of area covered by each cleaning worker each day, Oscar Mayer decided to try to raise the work performance of each of its maintenance workers.

The results: in 1958 Oscar Mayer will have cleaned its 126,000 square feet of office space with a total force of 11 night men, and 1.2 day men, at a total cost of $80,000. This cost figure represents less than half of the cleaning costs if the work standards of 1956 had been followed in the new building, in spite of the fact that there has been a 14 per cent increase in wages during the interval.

Individual coverage expanded

"The area covered by each man has been more than doubled and the level of cleaning increased 30 per cent over that in the previously occupied building," Johnson told the AMA group. "These are savings which can be accomplished in almost any cleaning program.

"The basic item in a cleaning program is methods. Five daily cleaning procedures (equipment and floor dusting, emptying waste baskets and ash trays, spot cleaning and floor maintenance) represent 80 per cent or more of the cleaning time requirements. Motion saving methods and proper tools in these operations provide the high coverage and high quality in our program.

"Having established methods, the soil load is evaluated and area and equipment in each office area are measured and tabulated. With these data at hand and a knowledge of cleaning rates in minutes per 1000 square feet or per unit, time requirements for each office area are established. Areas are combined and a cleaning route set up for each worker which eliminates backtracking and reduces trips to the supply closet for equipment. Each cleaner is responsible for a specific area in the building. These areas will not necessarily be equal in total square feet, but the work loads will all be equal. The cleaner is provided with a printed schedule for the daily cleaning routine and for the project cleaning in his area."

After having established methods, the proper tools and schedules, formal training programs are important to insure that cleaners understand and perform correctly the cleaning methods outlined, Johnson said.

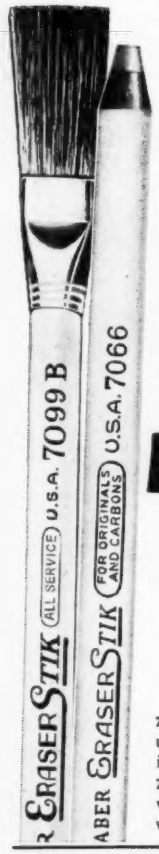
"The cleanliness of the building is the major goal of the sanitation effort," he continued. "In order to effectively measure the degree of cleanliness obtained, a sanitation rating is used. This provides a yardstick by which the sanitation productivity can be gauged. It also is an effective tool in awakening the interest and securing the participation of all employees in the sanitation program. To measure the sanitation quality of an area the rating system uses a numerical scale based on 100 points as perfection. These points are distributed among the six elements that comprise an area: floors, equipment, walls, ceiling, windows and light fixtures."

Pointing out that the "sanitation rating" has little meaning unless it is compared with a standard score of what can be achieved in an area, Johnson said that such a standard score should be established before developing the schedule for any given area.

The last speaker at the conference, Murray D. Lincoln, president of Nationwide Insurance Co., Columbus, Ohio, called on the business executives attending the conference to acknowledge that "business can no longer isolate itself from human affairs.

"We must be concerned with the effects and consequences of our action on the lives of people," he declared.

Do Bosses Marry Their Secretaries?



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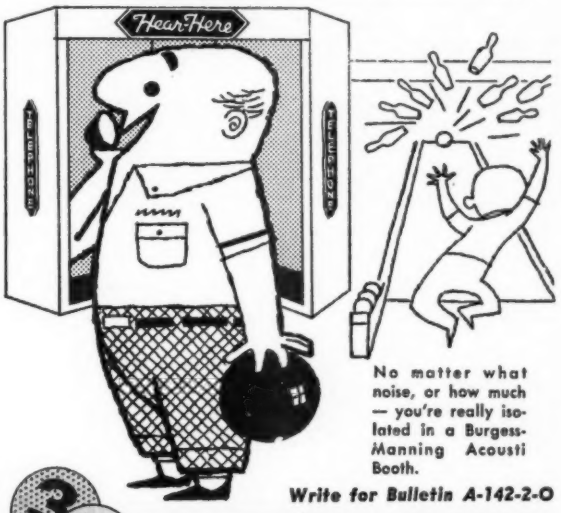

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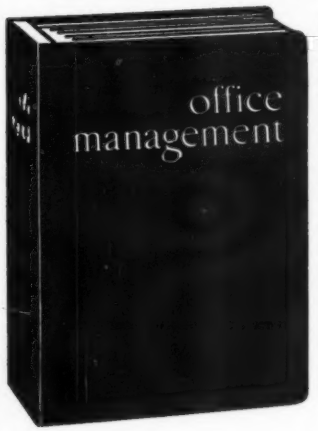

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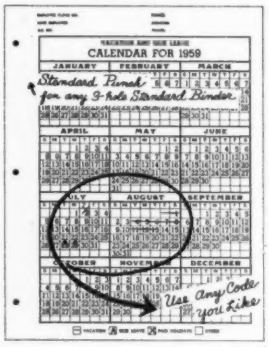

These control sheets give an accurate, readily accessible, and economical record of employee's annual vacation, sick leave, paid holidays, and other records requiring tabulation by calendar days. Over 250,000 sold this year.

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"There is a terrible burden on us businessmen as pacesetters and trailblazers in our American way of life. For, to my way of thinking, it is literally up to us to save the world."

Lincoln voiced the fear that Americans haven't yet grasped the true nature of the present world crisis. It is not just a military crisis, he maintained, but one in which the Soviet Union is competing with the U. S. in science, in industry, in help to underdeveloped nations.

"This is a different kind of cold war," he went on, "a kind we don't seem to know how to meet. Too often we seem to set the course of our national policy by the false light of the Soviet moon, instead of by the true light of our own heritage—our own democratic principles. Too often we seem to concern ourselves with what will hurt Moscow rather than what will help people."

Warning that democracy is in danger of defeat by default, Lincoln said:

"We must remember that democracy is not inevitably destined to grow in our society, and that we cannot export democracy and freedom to other lands unless we also have it here at home.

"To my way of thinking, what this country needs in this world crisis more than anything else is a massive dose of democracy, applied economically, socially, and politically."

Quality control—

(*From page* 25)

99.60 of the units processed were accurate. A. B. Dick immediately went on a 20 per cent work sampling basis.

All companies that have successfully installed work sampling techniques stress certain basic points. The mathematics of the the sampling techniques should be worked out by a qualified person, so that department managers responsible for administering the procedures can simply refer to prepared tables of control limits in setting up their control charts. The control charts themselves should be simple to maintain, easy to read and understand. The people whose work is to be subjected to quality control sampling should have the basis of the sampling procedures explained or demonstrated to them so that they will have faith in the new technique.

Also, it is generally recommended that when statistical quality control is first inaugurated that it should be launched in a single fairly large department engaged in processing work of a given nature on a fairly continuous basis. Once it has been worked out and perfected there, it can be extended to smaller employee groups.

Errors caught at source

The potentialities of the new techniques are many. Obviously, their first advantage is that they can give a better check on the quality of the work being done *at each stage of the progress of that work* than would be possible or practicable without sampling. Thus, if various different departments in sequence work on any given clerical product, the opportunities for error are spread over a whole series of processing steps. Conventional checking procedures could catch most of the inaccurate units before they left the company, prehaps, but this is catching errors after they have occurred, not spotting them as they occur, and remedying the cause of the difficulty at its source. Statistical quality control, if used in checking the work within each department, tightens the entire clerical sequence, and cuts

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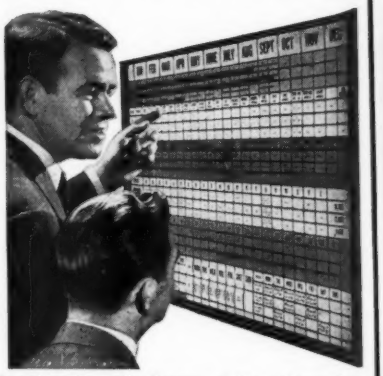

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errors all along the line, raising the performance standard of the company as a whole. Since work need never be held up for 100 per cent checking, sampling speeds the work flow. Alternatively, in companies that have never used 100 per cent checking methods, it eliminates many of the troubles, the correspondence and the confusion that result from inaccurate work that has not been discovered.

Moreover, since it makes it possible for supervisors and department heads to check the work done within their area of responsibility, individual workers' performance can be rated relatively easily. Thus, sampling techniques not only make it possible to bring substandard workers up to acceptable performance levels; statistical quality control also makes it much easier to institute incentive or merit pay plans.

The mathematics may look a little awesome at first glance; the creation of control charts and the establishment of control limits a little overwhelming. But employing sampling techniques for quality control can pay rich dividends—as industry learned long ago—not only in terms of improved performance, but also in terms of less correspondence with customers who have been overcharged, fewer delayed or misdirected shipments, a general decrease in the "exceptions" that cause so much office work.

Automation—

(*From page 73*)

dent pulse to the backplate, or "anvil." The electrostatic charge can be deposited in one millionth of a second. The second character in the line is then set up across the line and printed serially in a similar manner. A line of 72 characters wide requires only a fraction of a second to have its electrostatic latent image recorded on the paper. (*See "Automation in the office," Office Management, August* 1958, page 39)

Payroll auditing system developed

An automatic payroll system which utilizes a special time clock and auditing unit has been introduced by the Cincinnati Time Recorder Co., Cincinnati, Ohio. Intended for firms employing 50 people or more, the system is adjustable for several different pay periods, and can be integrated with data processing systems or used with conventional office equipment.

The time clock punches a series of time-identification holes in each employee's time card, and an "auditor" automatically audits the cards, printing the time of a full pay period on each.

In actual operation, the employee inserts his card in the time clock which prints the time and also punches a set of two time-identification holes on the outer edge, a process which is repeated for each "in" and "out" the employee makes. All registrations are made in consecutive vertical sequence. The design of the system prevents employees from making several consecutive punches in succession which could result in many separate registrations at one time.

At the end of the pay period the cards must be stacked and inserted into the "auditor." As they are automatically passed through the unit, the cards are illuminated by a small lamp and scanned from the other side by sensitive photoelectric cells. Each card is thus audited, and those with a full pay period are stamped as such. Other cards —those with less than a full pay period —are sorted during auditing and ejected into another tray.

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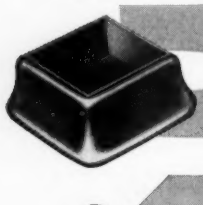
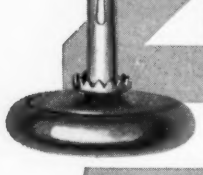
2 **No-Mar Furniture Rests.** Rich brown phenolic resin composition bases spread weight, protect floors, rugs, carpets, other "soft" flooring. Socket and "drive-on" types for wood, spring and expanding types for metal.



3 **No-Mar shoes and cups.** Soft rubber desk shoe fits square desk or table leg like a glove, protects floors, won't slip. Round and square "Atlasite" cups also available.



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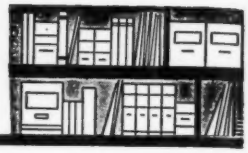

Photocopy process

Peerless Photo Products, Inc., Shoreham, Long Island, N. Y. Literature describes a new office photo-copier which utilizes the principles of silver photography. **(1)**

Floor Cleaning Equipment

Denham & Co., 925 Book Building, Detroit 26. Catalog describes and illustrates the complete line of Geerpres floor cleaning equipment, including a gear mop wringer, caster-mounted buckets, and mopping accessories. **(2)**

Data Processing

Remington Rand, Div. of Sperry Rand Corp., 315 Fourth Ave., New York 10. The components and values of the Univac File-Computer System, including a discussion of the random access feature, are given in the 8-page folder, "The New Concept in Modern Data-Processing." **(3)**

Swing Hinge Binder

Royal McBee Corp., Westchester Ave., Port Chester, N. Y. Brochure lists features of the Swing Hinge Binder in all models, illustrating a step-by-step method of adding or deleting material. **(4)**

Mimeograph Stencils and Supplies

Polychrome Corp., 4 Ashburton Ave., Yonkers, N. Y. The entire Polychrome duplicating line, including stencils, inks, and accessories, is brought up to date in a multi-colored, 32-page catalog. **(5)**

Folding Chairs

The Brewer-Titchner Corp., Furniture and Equipment Div., Cortland, N. Y. Catalog describes the structure, colors, fabrics, and model specifications of the new BTC folding chair line. **(6)**

Desk-top Collators

Thomas Collators, Inc., 50 Church St., New York. Complete data on new low cost, portable, desk-top collators can be obtained from an informational bulletin just released. **(7)**

Luminous Ceilings

Luminous Ceilings Inc., 2500 W. North Ave., Chicago 47, Ill. Eleven different ceiling systems, including types of lighting equipment, are illustrated and described, and specifications on each are given. **(8)**

For further information, use Reader Inquiry Card on page 88.

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Simply circle the respective numbers in coupon below

Just circle the numbers on which you want further information; fill in your name and address below, tear out and mail to Office Management. Our office will forward your inquiries promptly to the companies concerned.

SEND OFF THIS BLANK . . . FOR PROMPT SERVICE

OFFICE MANAGEMENT
212 Fifth Avenue, New York 10, N. Y.

Please forward to the respective companies, our request for further information on the items we have circled below. There is no obligation to us for this. We understand this is a service to us as a subscriber.

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A boon to chart and graph makers, engineers, draftsmen, layout men, methods men . . . anyone who has occasion to "draw" broken, dotted or solid lines . . . these new 1/16" and 1/32" Chart-Pak Curve-Line Tapes can save hours of drudgery.

(1/16" Curve-Line)

Precision printed, precision slit, pressure-sensitive, Curve-Line Tapes are easily applied either freehand or with the new Chart-Pak "Tape-Pen" (shown above)—make straight lines, curves, angles, smoothly and accurately. Correct instantly simply by removing and replacing tapes. The charts can then be reproduced by any standard method.

(1/32" Curve-Line)

Available in 8 styles, 14 colors, Curve-Line is the newest addition to the Chart-Pak Line of pressure-sensitive tapes — which incorporates hundreds of patterns and combinations. Templates for plant and office equipment layout, Pictograph, flow-chart and other symbols, point-sized newspaper borders, and plastic workboards also available.

• Facilities for special printing, precision slitting, of special patterns, templates and symbols to your order.

For Full Information and name of distributor nearest you, mail the coupon below.

CHART-PAK, INC.
1144 River Road, Leeds, Mass.
Please send information about Chart-Pak.

Name_____
Title_____
Company_____
Address_____
City_____ Zone____ State_____
This coupon border made with Curve-Line Tape

editorial

Christmas—1958

THE DUSK falls sooner, the shopping pace grows more frantic daily, and Christmas carols will soon be heard in the streets—as they already are on the radio. Soon the periennial problems posed by the office party will be with us, as will the last minute dilemmas over presents, and the hurried purchase of new cards for those names on the list that have somehow been overlooked.

But Christmas, the nation's greatest religious festival, also represents the holiday season, the period when one year ends and another begins, a time for summing up, for evaluation.

And this year, as it draws to its close, warrants more optimism about the future than was true of the end of 1957. The recurrent world crises have continued, but each crisis successfully passed somehow gives greater reassurance that the conflict between the West and the Soviet will remain a war of nerves rather than one of bombs. The recession which loomed so threateningly over the holiday festivities last year is passing, although the unemployment figures are still at too high a level. But if the general recovery can maintain its present pace, the employment figures should soon be showing a more wholesome look.

So, as another year ends, we have much to be grateful for. It has been, on balance, a year of progress and reassurance, a year in which the values and standards we believe in have proved still valid and still vital against the competing values and standards of the Soviet orbit. 1958 is a year that has earned as its climax a bright and joyful holiday season.

We wish you all—

A very Merry Christmas, and the happiest of New Years.

MATTHEWS LIBRARY
A. S. C., TEMPE, ARIZ.

TODAY'S "handwriting on the wall"

IS PUNCHED IN tape BY FRIDEN

Automation which has been predicted for offices of the future is *here today* because of a Friden development called Tape-Talk.

Tape-Talk is the operation of Friden automatic machines. These machines handle major office routines by calculating, reading and writing with punched paper tape. The machines work individually or in combination.

Office workers simply give general starting orders to the machines. Functioning in their world of Tape-Talk, Friden machines can:

(1) Eliminate need for manual movements and most conventional operator decisions... (2) Increase work volume output without increasing payroll costs or overtime... (3) End errors normally occurring in data recopying.

Look into this practical, deliverable miracle—Friden Tape-Talk. Call your Friden Man or write Friden, Inc., San Leandro, California. Sales, instruction, service throughout U.S. and the world.

Friden
has the System

Selectadata® Automatic tape reader-selector-sorter

Teledata® Automatic tape transmitter-receiver

Justowriter® Automatic justifying type-composing machine

Add-Punch® Automatic code tape adding-listing machine

Flexowriter® Automatic tape writing-accounting machine

Automatic Input-Output Machine

Computyper® Automatic tape billing department in one desk

Friden Mailroom Equipment

Friden Natural Way Adding Machine

Friden fully automatic Calculator—
The Thinking Machine of American Business

© Friden, Inc.

Use Readers' Inquiry Coupon on Page 88

Cost Cutting Ideas for Your Office...

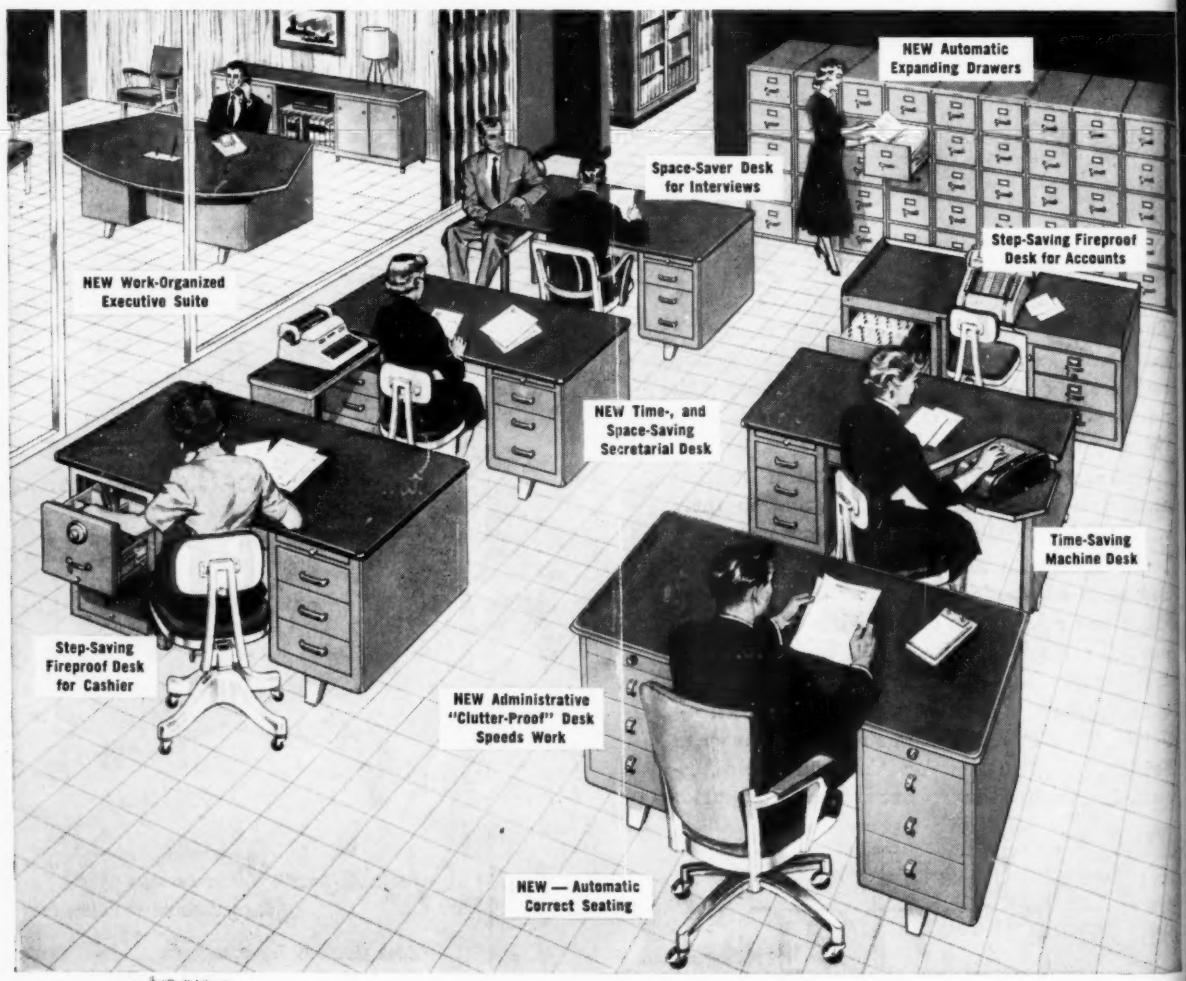
COST REDUCTION, a vital problem in all divisions of a business is nowhere as challenging as in the administrative departments. Office costs, having trebled during the past decade, are today *of primary concern* to top management.

It is in the record that since 1899 Shaw-Walker has been equipping business with "time-engineered" office facilities as inventive and ingenious as American production techniques, — that Shaw-Walker equipment and systems *have cut office costs*, saved floor space and made offices more livable.

For today's *cost-conscious* management Shaw-Walker "time-engineering" research has now produced — The work-organized "clutter-proof" desk; Automatic expanding file drawers; Step-Saving Fire-Files and fireproof desks that protect records at point-of-use; Labor-Saving equipment and systems for tape handling; Error-Proof filing systems; Automatic correct seating chairs; Time-Saving payroll plans; and Numerous Other Devices that facilitate recording, filing and finding of records.

Some of these *"cost-cutters"* are pictured here. All are in the 252-page Shaw-Walker Office Guide.

Throughout, descriptions plainly state economies you can expect from Shaw-Walker "time-engineered" equipment and systems. *Free to Management when requested on business letterhead. Write Shaw-Walker, Muskegon 49, Michigan.*


NEW Automatic Expanding Drawers
Space-Saver Desk for Interviews
Step-Saving Fireproof Desk for Accounts
NEW Work-Organized Executive Suite
NEW Time-, and Space-Saving Secretarial Desk
Time-Saving Machine Desk
Step-Saving Fireproof Desk for Cashier
NEW Administrative "Clutter-Proof" Desk Speeds Work
NEW — Automatic Correct Seating

SHAW-WALKER

Largest Exclusive Makers of Office Equipment
Muskegon 49, Mich. Representatives Everywhere

Use Readers' Inquiry Coupon on Page 88